

# Public Document Pack



## Executive Board

Thursday, 9 December 2021 1.00 p.m.  
Karalius Suite - Halton Stadium, Widnes

A handwritten signature in black ink, appearing to read 'David W R'.

**Chief Executive**

### **ITEMS TO BE DEALT WITH IN THE PRESENCE OF THE PRESS AND PUBLIC**

#### **PART 1**

<b>Item</b>	<b>Page No</b>
<b>1. MINUTES</b>	<b>1 - 11</b>
<b>2. DECLARATION OF INTEREST</b>	
Members are reminded of their responsibility to declare any Disclosable Pecuniary Interest or Other Disclosable Interest which they have in any item of business on the agenda, no later than when that item is reached or as soon as the interest becomes apparent and, with Disclosable Pecuniary interests, to leave the meeting during any discussion or voting on the item.	
<b>3. CORPORATE SERVICES PORTFOLIO</b>	
<b>(A) DIRECTORATE PERFORMANCE OVERVIEW REPORTS FOR QUARTER 2 2021 - 22</b>	<b>12 - 60</b>

*Please contact Ann Jones 0151 511 8276 or [ann.jones@halton.gov.uk](mailto:ann.jones@halton.gov.uk) for further information.*

*The next meeting of the Committee is on Thursday, 20 January 2022*

Item	Page No
4. CLIMATE CHANGE PORTFOLIO	
(A) TOWARDS A CLIMATE CHANGE STRATEGY AND ACTION PLAN	61 - 67

*In accordance with the Health and Safety at Work Act the Council is required to notify those attending meetings of the fire evacuation procedures. A copy has previously been circulated to Members and instructions are located in all rooms within the Civic block.*

**EXECUTIVE BOARD**

*At a meeting of the Executive Board on Thursday, 18 November 2021 in the Council Chamber - Town Hall, Runcorn*

Present: Councillors Wharton (Chair), Dennett, Harris, M. Lloyd Jones, J. Lowe, Nolan, Thompson and Wright

Apologies for Absence: Councillors T. McInerney and Nelson

Absence declared on Council business: None

Officers present: G. Cook, D. Parr, I. Leivesley, M. Vasic, M. Reaney, E. Dawson, S. Wallace-Bonner and A. Jones

Also in attendance: One member of the press

**ITEMS DEALT WITH  
UNDER POWERS AND DUTIES  
EXERCISABLE BY THE BOARD**

EXB40 MINUTES

The Minutes of the meeting held on 14 October 2021 were taken as read and signed as a correct record.

**LEADER'S PORTFOLIO**

EXB41 URGENT DECISIONS

The Executive Board received a report from the Chief Executive, which provided the urgent decisions taken since the last meeting of the Board and during the COVID-19 Pandemic.

It was noted that the Council's Constitution gave authority to the Chief Executive to take urgent decisions, in consultation with the Leader of the Council and the Operational Director Finance and/or the Operational Director Legal and Democratic Services, where necessary.

A list of these decisions were provided to Members in the report and full details were published on the Council's website.

**RESOLVED:** That the urgent decision taken since the last meeting of the Executive Board be noted.

*Action*

**CORPORATE SERVICES PORTFOLIO**

**EXB42 2021/22 REVENUE SPENDING AS AT 30 SEPTEMBER 2021**

The Board received a report from the Operational Director – Finance, advising of the Council’s overall revenue net spending position as at 30 September 2021, together with a forecast outturn position.

Appendix 1 presented a summary of spending against the operational revenue budget up to 30 September 2021 and Appendix 2 provided detailed figures for each individual Department. It was reported that in overall terms the outturn forecast for the year showed that net spend would be over the approved budget by between £4.0m and £5.843m. Appendix 3 presented the Capital Programme as at 30 September 2021, highlighting the schemes which had been revised.

It was noted that the forecast overspend position was inclusive of operational day to day net spend and cost and loss of income attributable to Covid. Operational net spend was forecast to be up to £5.108m above budget at year end; this figure being approximately 9.6% higher than the figure of £4.661m forecast at quarter one. All forecasts were based on current service demand and estimated future costs and income levels, as described in the report.

RESOLVED: That

- 1) all spending continues to be limited to only absolutely essential items;
- 2) Strategic Directors take urgent action to identify areas where spending could be reduced or suspended for the remainder of the current financial year; and
- 3) Council be requested to approve the revisions to the Capital Programme, as set out in paragraph 3.16.

Operational  
Director - Finance

**EXB43 TREASURY MANAGEMENT HALF YEAR REPORT 2021-22**

The Board considered a report from the Operational Director – Finance, which presented the Treasury Management Annual Report 2019/20 and Half Year Report 2020/21.

These reports updated Members on the activities undertaken on the money market, as required by the Treasury Management Policy.

The report provided supporting information on the economic outlook, interest rate forecast, short term borrowing rates, longer term borrowing rates, borrowing and investments, budget monitoring, new long term borrowing, policy guidelines and treasury management indicators. It was noted that no debt rescheduling had been undertaken during the quarter.

RESOLVED: That the report be noted.

EXB44 DETERMINATION OF COUNCIL TAX BASE 2022/23 - KEY DECISION

The Board considered a report of the Operational Director – Finance, on the requirement for the Council to determine the Tax Base for its area and the Tax Base for each of the Parishes.

The Tax Base was the measure used for calculating Council Tax and was used by both the billing authority (the Council) and the major precepting authorities (Cheshire Fire Authority, Cheshire Police and Crime Commissioner and the Liverpool City Region Combined Authority), in the calculation of their Council Tax requirements. It was arrived at in accordance with a prescribed formula which represented the estimated full year number of chargeable dwellings in the Borough expressed in terms of the equivalent Band 'D' dwellings.

Taking account of all the relevant information and applying a 97% collection rate, the calculation for 2022/23 gave a base figure of 35,831 for the Borough as a whole. The Council Tax Base figure for each of the Parishes was noted.

RESOLVED: That

- 1) Council set the 2022/23 Council Tax Base at 35,831 for the Borough and that the Cheshire Fire Authority, the Cheshire Police and Crime Commissioner, Liverpool City Region Combined Authority and the Environment Agency be so notified; and
- 2) Council set the Council Tax Base for each of the Parishes as follows:

Operational  
Director - Finance

Parish	Tax Base
Hale	664
Halebank	526
Daresbury	186
Moore	333
Preston Brook	368
Sandymoor	1,417

EXB45 MEDIUM TERM FINANCIAL STRATEGY 2022/23 – 2024/25 - KEY DECISION

The Board considered a report from the Operational Director – Finance, which presented the Medium Term Financial Strategy (MTFS) for the period 2022/23 to 2024/25.

The MTFS sets out a three-year projection of the Council's resources and spending and was based on information that was currently available. It was reported that limited financial information was available for 2022/23, with the Public Sector Spending Review being the first indicator of funding resources. The Spending Review was published at the end of October 2021 and covered the next three financial years. It was noted that details of the 2022/23 Local Government Grant Settlement were expected to be released in December 2021 on a provisional basis, with a final settlement expected in January 2022.

The Board was advised that the delay and uncertainty regarding 2022/2023 financial resources meant the financial information included within the MTFS was based on a large number of assumptions and best estimates. The financial forecast would be updated as and when further information was known. Appendix 1 therefore detailed the MTFS from 2022/23 – 2024/25 using a prudent estimate of the financial conditions over the course of the next three years. Appendix 2 presented the Reserves and Balances Strategy.

Reason for the Decision

To seek approval for the Council's Medium Term Financial Strategy for 2022/23 to 2024/25.

Alternative Options Considered and Rejected

The alternative option of not maintaining a Medium Term Financial Strategy had been considered. However, this would not follow good financial management practice, as the Medium Term Financial Strategy was a key element in informing the Council's financial planning and budget setting process.

Implementation Date

The Medium Term Financial Strategy 2022/23 would be implemented from 1 April 2022.

RESOLVED: That

- 1) the Medium Term Financial Strategy be approved;
- 2) the 2022/23 base budget be prepared on the basis of the underlying assumptions set out in the Strategy;
- 3) the Reserves and Balances Strategy be approved; and
- 4) the award of Council Tax Support for 2022/23 remains at the 2021/22 level of 21.55%

Operational  
Director - Finance

EXB46 INITIAL BUDGET PROPOSALS 2022/23 - KEY DECISION

The Board considered the revenue budget proposals for 2022/23 as reported by the Operational Director – Finance.

The Medium Term Financial Strategy (MTFS) forecasted potential revenue budget funding gaps for the Council totalling £18.8m, over the next three years, with a gap of £12.0m for 2022/23. The forecast assumed that the Council would apply a general council tax increase of 1.99% in each year and would levy a 1% social care precept in 2022/23.

The initial set of savings proposals totalling £1.783m were listed in Appendix 1 and included an indication of whether each saving proposal was permanent or temporary (one-off).

Members were advised that the Government would announce its Grant Settlement for Local Government in December, which would provide the detailed funding figures for 2022/23 for Halton. It was noted that a further set of budget savings proposals was currently being developed by the Budget Working Group, which would be recommended to Council on 2 March 2022, to deliver a balanced budget for 2022/23.

Reason for the Decision

To seek approval for the initial set of revenue budget proposals for 2022/23.

Alternative Options Considered and Rejected

There was no alternative option, as failure to set a balanced budget would put the Council in breach of statutory requirements.

Implementation Date

The 2022/23 revenue budget would be implemented from 1 April 2022.

RESOLVED: That Council be recommended to approve the initial budget proposals for 2022/23 set out in Appendix 1.

Operational  
Director - Finance

EXB47 COUNCIL CONTRACT FOR SUPPLY OF FRUIT AND VEGETABLES (INCLUDES BREAD AND DAIRY)

The Board considered a report from the Strategic Director – Enterprise, Community and Resources, which provided a Preliminary Estimate and sought approval to commence a new procurement process for the supply of fruit and vegetables, and bread and dairy produce in compliance with Procurement Standing Order 1.3.4. and using the ‘The University Caterers Organisation’ (TUCO) framework.

Details of the current contract were provided; this was due to expire on 31 December 2021. It was noted that annually the Council spent £500k on the supply of fresh fruit, vegetables, bread and dairy products across over 60 sites – this included the school meals service.

RESOLVED: That the Executive Board approves this Preliminary Estimated report in compliance with Procurement Standing Order 1.3.4, to allow officers to undertake a call-off by mini competition in compliance with Procurement Standing Order 1.4.1 frameworks, as supported by the Council’s Procurement Division, accessing the TUCO Fresh Fruit and Vegetables and Related Products Framework for a 2 year period, with the option to extend for a further two separate 12 month periods from 1 January 2022 to 31 December 2025, with an estimated total expenditure of £2m.

Strategic Director  
- Enterprise,  
Community and  
Resources

EXB48 AGENCY WORKER CONTRACT PROCUREMENT

The Executive Board received a Preliminary Estimate report which sought approval to commence a collaborative procurement process for the supply of Agency Workers in compliance with the Public Contract Regulations 2015 and Procurement Standing Order 1.3.4, as the estimated value was likely to exceed £1,000,000 per annum, across



participating partners in the Liverpool City Region.

It was reported that since 2019 there had been a significant increase in the use and overall cost of agency workers in the Council for the reasons described in the report. It was imperative therefore that the Council sought to maintain access to a resourcing solution that met the needs of the organisation and delivered value for money. Continuing participation in a collaborative contract arrangement was the most effective way of achieving this. It was noted that a managed service ensured that the Council remained compliant with the prevailing legislation pertaining to the use of contingent resources (The Agency Worker Regulations) and the equity and safeguarding requirements of individual role types; this also allowed efficient call-off of workers through a single gateway.

The report provided Members with the spend across the current contract term, along with the savings achieved through use of the current contract.

RESOLVED: That the Board

- 1) notes the report; and
- 2) approves that Halton participate in the procurement of a new collaborative contract arrangement within the Liverpool City Region, to ensure that Council maximises purchasing power on a common category of spend (supply of Agency Workers).

Strategic Director  
- Enterprise,  
Community and  
Resources

EXB49 DEPARTMENT FOR TRANSPORT STATUTORY TAXI  
AND PRIVATE HIRE VEHICLE STANDARDS  
RECOMMENDATIONS

The Board considered a report of the Strategic Director – Enterprise, Community and Resources, which presented a recommendation from the Regulatory Committee, for the Board to approve amendments to the current taxi licensing policies.

The Board was advised that in July 2020, the Department for Transport (DfT) published statutory guidance referred to as the '*Statutory Taxi and Private Hire Vehicle Standards*' (appendix A to the report). The focus within the standards was the protection of children and vulnerable adults and a number of recommendations were made. It was noted that the DfT expected these recommendations to be implemented by local authorities unless there was a compelling reason not to.

The report outlined the recommendations considered by the Regulatory Committee, the consultation process and the options available to them with regards to the guidance.

RESOLVED: That the following be adopted:

- 1) a requirement that all new applicants be checked against a central database prior to being licensed and that a National Register be updated with details of licence refusals and revocations;
- 2) a requirement for all licensed drivers to be registered with the Disclosure and Barring Service (DBS) update service so that more frequent checks could be conducted; and
- 3) an amendment to the vehicle licensing policy requiring the display of a customer feedback notice in vehicles.

Strategic Director  
- Enterprise,  
Community and  
Resources

## **CHILDREN AND YOUNG PEOPLE PORTFOLIO**

### **EXB50 THE FUNDING FORMULA FOR MAINSTREAM SCHOOLS AND ACADEMIES FOR 2022-23**

The Board considered a report of the Strategic Director – People, which presented the proposal for the Dedicated Schools Grant (DSG) Schools Block Funding Formula for Halton’s mainstream schools and academies for the Council’s financial year 2022-23.

The report described how the DSG was split and how the National Funding Formula (NFF) was used by the Department for Education (DfE) to calculate the Schools Block element of the DSG allocated to Halton.

The Board was required to make a decision on the funding formula to be adopted for 2022-23. Further to the consultation paper sent to all schools (appendices A and B) and after its consideration at Schools Forum, it was agreed by them that the adoption of the NFF method, principles and rules should continue to be applied to mainstream schools and academies.

The Board was also requested to support the disapplication request to the DfE to transfer 1% of DSG from Schools Block to the High Needs Block, due to the continuing pressures on the High Needs Block budgets. Again, a consultation had been carried out on this proposal with schools, set out in appendices C and D and the

proposal was considered at Schools Forum on 3 November, where this was supported.

RESOLVED: That the Board

- 1) approves the continuation of the National Funding Formula for 2022-23; and
- 2) supports the disapplication request to transfer 1% of DSG from Schools Block to High Needs Block.

Strategic Director  
- People

## **ENVIRONMENT AND URBAN RENEWAL PORTFOLIO**

### **EXB51 PROCUREMENT OF SERVICES FOR CAPITAL FUNDED HIGHWAY IMPROVEMENT SCHEMES**

The Board considered a report from the Strategic Director – Enterprise, Community and Resources, which sought approval to proceed with the procurement of services for the delivery of capital funded highway improvements across the Borough.

The existing contract was held by Lambros Ltd and would expire on 5 August 2022. It was proposed that the new tender is set up for a three-year period with an option to award a one-year extension – this was in line with current capital funding arrangements through the Liverpool City Region Combined Authority (LCRCA). The anticipated tender date would be early February 2022 with a contract start date of 6 August 2022.

The report discussed the value of the contract and the tender process and evaluation. The cost of the works delivered through this contract would be met from approved budget allocations for capital funding received via LCRCA and the local Transport Plan integrated transport block grant, from the Department for Transport (DfT).

RESOLVED: That the Board approves a procurement process to secure a delivery contractor for capital funded highway improvement works.

Strategic Director  
- Enterprise,  
Community and  
Resources

### **EXB52 SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 AND THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

The Board considered:

- 1) whether members of the press and public should be excluded from the meeting of the Board during

consideration of the following items of business in accordance with Sub-Section 4 of Section 100A of the Local Government Act 1972, because it was likely that, in view of the nature of the business to be considered, exempt information would be disclosed, being information defined in Section 100 (1) and paragraph 3 of Schedule 12A of the Local Government Act 1972; and

- 2) whether the disclosure of information was in the public interest, whether any relevant exemptions were applicable and whether, when applying the public interest test and exemptions, the public interest in maintaining the exemption outweighed that in disclosing the information.

RESOLVED: That as, in all the circumstances of the case, the public interest in maintaining the exemption outweighed the public interest in disclosing the information, members of the press and public be excluded from the meeting during consideration of the following item of business, in accordance with Sub-Section 4 of Section 100A of the Local Government Act 1972 because it was likely that, in view of the nature of the business, exempt information would be disclosed, being information defined in Section 100 (1) and paragraph 3 of Schedule 12A of the Local Government Act 1972.

## **HEALTH AND WELLBEING PORTFOLIO**

### **EXB53 THE PROCUREMENT OF A NEW INTEGRATED SPECIALIST ADULT COMMUNITY SUBSTANCE MISUSE SERVICE FOR HALTON - KEY DECISION**

The Board considered a report of the Interim Director of Public Health, which requested approval to authorise the award of a contract to the provider who, through an open procurement exercise, had been assessed as being the most economically advantageous and effective organisation to deliver an Integrated Specialist Adult Community Substance Misuse Service for Halton.

The contract would be awarded for a period of 3 years with the option of two additional one-year contracts. The report outlined the procurement process and financial implications in respect of the award.

#### Reason(s) for Decision

A decision was required to award the contract. As the value of the proposed contract would exceed the EU threshold for

services of this type, Executive Board approval was sought.

Alternative Options Considered and Rejected

N/A

Implementation Date

The mobilisation process would commence following the approval process and the new contract would commence on 1 April 2022.

RESOLVED: That the Executive Board

- 1) notes the outcome of the formal open procurement exercise for the provision of an Integrated Specialist Adult Community Substance Misuse Service for Halton; and
- 2) under Procurement Standing Order 1.9.4, approves the award of a contract for the provision of an Integrated Specialist Adult Community Substance Misuse Service for Halton, for a period of three years (plus two one-year extensions).

Interim Director  
of Public Health

**MINUTES ISSUED: 23 November 2021**

**CALL-IN: 30 November 2021 at 5.00 pm**

**Any matter decided by the Executive Board may be called in no later than 5.00pm on 30 November 2021.**

*Meeting ended at 2.30 p.m.*

**REPORT TO:** Executive Board

**DATE:** 9 December 2021

**REPORTING OFFICER:** Strategic Director – Enterprise, Community & Resources

**PORTFOLIO:** Corporate Services

**SUBJECT:** Directorate Performance Overview Reports for Quarter 2  
2021 - 22

## **1.0 PURPOSE OF REPORT**

- 1.1 To report the Council's performance for the second quarter period to 30<sup>th</sup> September 2021.  
The reports detail progress against key objectives / milestones and performance targets, and describes factors affecting each of the Directorates.

## **2.0 RECOMMENDED: That**

- 1) Executive Board note the information contained in the reports**
- 2) Consider the progress and performance information and raise any questions or points for clarification.**

## **3.0 SUPPORTING INFORMATION**

- 3.1 It is essential that the Council maintains a planning and performance framework that allows the identification and on-going monitoring of key activities and performance measures that meet organisational needs. Performance management will also continue to be important in our demonstration of value for money and outward accountability.
- 3.2 The Directorate Performance Overview Reports provide a strategic summary of the key issues arising from performance in the relevant quarter for each Directorate and being aligned to Council priorities or functional areas. Such information is central to the Council's performance management arrangements and the Executive Board has a key role in monitoring performance and strengthening accountability.
- 3.3 Information for each of the Council's Directorates, including the implementation of high-risk mitigation measures, is contained within the following appendices:

Appendix 1 – People Directorate (Adult Social Care)

Appendix 2 – Enterprise, Community and Resources Directorate

#### **4.0 POLICY IMPLICATIONS**

4.1 The Council's Performance Management Framework will continue to form a key part of the Council's policy framework.

#### **5.0 OTHER IMPLICATIONS**

5.1 These reports would also be available to support future scrutiny arrangements of services by Members and Inspection regimes for Ofsted and Adult Social Care.

#### **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

6.1 Existing and future performance frameworks at both local and national level are linked to the delivery of the Council's priorities.

6.2 The provision of Directorate Overview Reports to Executive Board, that include progress in relation to objectives/ milestones and performance indicators will support organisational improvement and accountability.

#### **7.0 RISK ANALYSIS**

7.1 The Council performance management framework allows the authority to both align its activities to the delivery of organisational and partnership priorities and provide appropriate information to all relevant stakeholders in accordance with the "transparency agenda".

#### **8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 There are no specific equality and diversity issues relating to this report.

#### **9.0 LIST OF BACKGROUND PAPERS UNDER SECTIONS 100D OF THE LOCAL GOVERNMENT ACT 1972**

9.1 There are no background papers under the meaning of the Act.

## Appendix 1 Directorate Overview Report – Adult Social Care & Health

Reporting Period: **Quarter 2 –1<sup>st</sup> July – 30<sup>th</sup> September 2021**

### 1.0 Introduction

1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the second quarter of 2021 / 22 for service areas within the remit of the Adult Social Care & Health Board.

1.2 The way in which symbols have been used to reflect progress is explained within Appendix 4.

### 2.0 Key Developments

**Intermediate Care Review** - Work has continued to take place over the past few months on the implementation of the new Halton Intermediate Care and Frailty Services (HICaFS). A comprehensive Operational Mobilisation Plan, along with an associated risk register, has been developed with the aim to phase 'go live' of the new model from 1<sup>st</sup> December 2021.

**Adult Social Care Infection Control & Testing Fund** – On 30.9.21, the Government announced an additional £388 million to prevent infections and provide testing in the care sector. Work is currently underway to determine provider allocations based on the grant conditions etc.

#### **Mental Health Services:**

Halton Women's Centre: the Centre is continuing to deliver a range of services and supports to vulnerable women in Halton, including some who have had contact with the criminal justice system. The service aims to support women to maintain their own homes and safe environments, help them to develop self-confidence and (where necessary) wider skills of self-care, develop opportunities for education, volunteering and employment, support them to engage more fully with their wider communities and reduce reliance on GP and other health care services. the support offered usually falls into three main categories:

- Short-term therapeutic work through counselling (6 – 12 weeks)
- Medium-term support through activities or counselling / listening ear/ individual support sessions (6 – 12 months)
- Longer-term support through practical activities (more than 12 months)

The main issues facing most of the women who access the Centre were depression, anxiety, low confidence and self-esteem and social isolation. Some of these cited COVID and associated restrictions as the main reason of the impact on their coping ability and mental health. There has also been a slight increase in referrals for women experiencing domestic violence (who are referred on as required to specialist domestic abuse services) and an increasing demand for counselling and 1:1 listening ear sessions. We also have had some referrals direct from probation services for Counselling, support and educational sessions. Cases are more complex in nature, which was to be expected and is line with planning and development for the service.



## Appendix 1 Directorate Overview Report – Adult Social Care & Health

North-West Boroughs Mental Health Trust: North-West Boroughs mental health services have now successfully migrated to the MerseyCare Mental Health Trust, becoming a sub-Directorate of that Trust. At this stage, there has been very little change in the delivery of mental health services to local people, with the only main changes taking place at more senior management levels. MerseyCare is undertaking a full review of provision, which is expected to take around twelve months.

Mental Health Crisis Breathing Space (MHCBS): this national programme, established by HM Treasury, is designed to ensure that people who are in mental health crisis and debt can receive advice and support during a “breathing space” period, during which creditors are not permitted to pursue debts or enforcement action, or add interest to any outstanding debts. During the breathing space period, which lasts for the time that a person is in crisis, plus an additional 30 days, debt advisers will work with the person concerned to ensure that their debts are properly managed. The programme was implemented in early May 2021.

The lead role for delivering this programme has been identified by Central Government as being the Approved Mental Health Professional (AMHP), a role which is almost exclusively occupied by highly qualified social workers. They are seen as the only professional group which can decide whether a person is in mental health crisis and needs the support of the MHCBS. If so, they have a duty to refer the person for this support, and also to identify someone from the multidisciplinary team working with the person to act as a contact point for the debt adviser.

Since the programme was put in place, Halton has processed four referrals under the MHCBS. This is still a low number and more work needs to be done with MerseyCare to ensure that their staff are fully aware and are referring people as necessary. However, the picture nationally is equally poor, with only 80 referrals being made across the whole country in the same period. Work is taking place nationally to encourage Mental Health Trusts to raise awareness of the scheme within their staff groups

### 3.0 Emerging Issues

**Making vaccination a condition of deployment in the health and wider social care sector** – The Government launched a consultation on 9.9.21 seeking views on whether or not to extend vaccination requirements to other health and care settings for COVID-19 and also for flu. The consultation is due to close on 22.10.21. If the recommendations outlined in the consultation are accepted, in line with the Mandatory vaccination requirements for staff working in Care Homes, this will have significant implication for the social care workforce.

White Paper: Reforming the Mental Health Act: following the publication of the White Paper with draft proposals for changes to the existing mental health legislation, Central Government went through an extended consultation process, which ended in May 2021. Halton Borough Council submitted a detailed response to this consultation. The national responses have now been analysed and the government’s response has been published. It is likely that, parliament time permitting, a

## Appendix 1 Directorate Overview Report – Adult Social Care & Health

draft bill will be presented to parliament in 2022, with a new Act being published later that year. A lead-in period will then be required, to ensure that all staff are suitably trained and appropriate systems and procedures are put in place.

Section 140 Mental Health Act: this section of the Act lays duties on CCGs to ensure that there are adequate numbers of mental health beds available in their locality to admit people detained under the Mental Health Act in situations of special urgency. Locally and nationally, there have been continuing concerns about suitable bed availability for people being detained under the Act, with many accounts of people having to be placed in hospitals far from their home areas. With this in mind, the Chief Social Worker wrote to all Directors of Adults Social Services to urge that local agreements are set up with CCGs, to ensure that beds are available when needed. Detailed work has taken place with the four Cheshire local authorities and their partner CCGs to resolve this issue, which is leading to the delivery of a county-wide protocol for ensuring an adequate local bed base.

### 4.0 Risk Control Measures

Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. During the development of the 2018/19 Business Plan, the service was required to undertake a risk assessment of all key service objectives with high risks included in the Directorate Risk Register.

### 5.0 Progress Against High Priority Equality Actions

The Council must have evidence that it reviews its services and policies to show that they comply with the Public Sector Equality Duty (PSED) which came into force in April 2011. The PSED also requires us to publish this information as it is available.

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 2018 - 19.

### 6.0 Data Quality Statement

The author provides assurance that the information contained within this report is accurate and valid and that every effort has been made to avoid the omission of data. Where data has been estimated, has been sourced directly from partner or other agencies, or where there are any concerns regarding the limitations of its use this has been clearly annotated.

**Appendix 1 Directorate Overview Report – Adult Social Care & Health**

**7.0 Appendices**

Appendix 1 Progress Against Objectives/Milestones






Appendix 2 Progress Against Performance Indicators

Appendix 3 Financial Statement



Appendix 4 Explanation of Use of Symbols

## Appendix 1: Progress against objectives/milestones

<b>Service Objective 1</b>	<b>Working in partnership with statutory and non-statutory organisations, evaluate, plan, commission and redesign services to ensure that they meet the needs and improve outcomes for vulnerable people.</b>
<b>Linked Indicators: ASC 01, 02, 03, 04, 05 (Annual Collection Only), 12, 13 (A), (B), 14, 15, 16, 17, 18, 19, 20, 21 (A), (B), 22 (Annual Collection Only)</b>	


Milestones	Progress Q2	Supporting Commentary
Monitor the effectiveness of the Better Care Fund pooled budget ensuring that budget comes out on target		Pooled budget on target in relation to projected spend
Integrate social services with community health services		Halton Intermediate Care and Frailty model agreed and commenced implementation – plan to complete by September 2021. Further work being led through PCN’s on hub development with primary care
Monitor the Care Act implementation		Fully Implemented
Continue to monitor effectiveness of changes arising from review of services and support to children and adults with Autistic Spectrum Disorder.		. No Commentary received for Q2.
Continue to implement the Local Dementia Strategy, to ensure effective services are in place.		Arrangements for the initiating the review of the local dementia strategy/new dementia strategy will be made when the new Commissioning and Development manager is in place, as they will be acting as strategy lead. However, in the interim, work has been ongoing within ASC to progress the Dementia Friendly HBC approach (as recommended as good practice for local dementia strategy) – with a draft action plan presented to COMT in September 2021, and further work with the respective Management teams to progress in October. In addition, Alzheimer’s Society are in talks with HBC about their proposal to enhance local provision

## Appendix 1: Progress against objectives/milestones


		through cognitive therapy sessions – as added value to the existing contract (in place until March 2021).
Continue to work with the 5Boroughs NHS Foundation Trust proposals to redesign pathways for people with Acute Mental Health problems and services for older people with Mental Health problems.		Completed
The Homelessness strategy be kept under annual review to determine if any changes or updates are required.		No Commentary received for Q2.

<b>Service Objective 2</b>	<b>Effectively consult and engage with people who have eligible needs to evaluate service delivery, in the form of an annual survey to highlight any areas for improvement and contribute towards the effective re-design of services where required.</b>
<b>Linked Indicators: ASC 20, 22 (Annual Collection Only)</b>	





<b>Service Objective 3</b>	<b>Ensure that there are effective business processes and services in place to enable the Directorate to manage, procure and deliver high quality, value for money services that meet people's needs.</b>
<b>Linked Indicators: ASC 22, (Annual Collection Only) ASC 23, (Biennial Collection Only)</b>	

<b>Milestones</b>	<b>Progress Q2</b>	<b>Supporting Commentary</b>
Undertake on-going review and development of all commissioning strategies, aligning with Public Health and Clinical Commissioning Group, to enhance service delivery and continue cost effectiveness, and ensure appropriate governance controls are in place.		This work forms part of the One Halton development (ICP)









## Appendix 1: Progress against objectives/milestones

<p>Continue to establish effective arrangements across the whole of adult social care to deliver personalised quality services.</p>		<p>We are restarting our rollout of training on Strengths based approaches across adult social care, currently working with SMT on leadership and with managers.</p>
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## Appendix 2: Progress against performance indicators



Ref	Description	Actual 2020/21	Target 2021/22	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
<b>Older People:</b>							
ASC 01	Permanent Admissions to residential and nursing care homes per 100,000 population 65+ <i>Better Care Fund performance metric</i>	TBC	635	N/A		N/A	Work is in progress to look at the number of admissions to residential and nursing care, we will have an update for you at Q3.
ASC 02	Delayed transfers of care (delayed days) from hospital per 100,000 population. <i>Better Care Fund performance metric</i>	N/A	TBC	N/A		N/A	The collection of this dataset continues to be paused. No date has been provided for its recommencement.
ASC 03	Total non-elective admissions in to hospital (general & acute), all age, per 100,000 population. <i>Better Care Fund performance metric</i>	3341	5	4139			Halton CCG continues to see low number of zero day length of stay admissions at Warrington Hospital, this is due to the use of assessment space as temporary bedded down units, this makes the space unavailable for same day admit to assess patients.
ASC 04	Proportion of Older People (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation	TBC	84%	N/A	N/A	N/A	Annual collection only to be reported in Q4, (figure is an estimate).

## Appendix 2: Progress against performance indicators



Ref	Description	Actual 2020/21	Target 2021/22	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
	services (ASCOF 2B) <i>Better Care Fund performance metric</i>						
<b>Adults with Learning and/or Physical Disabilities:</b>							
ASC 05	Percentage of items of equipment and adaptations delivered within 7 working days (VI/DRC/HMS)	72%	97%	78%			Due to a backlog in loading services figures appear low for this quarter, however there should be a significant improvement in Q3.
ASC 06	Proportion of people in receipt of Self Directed Support (ASCOF 1C – people in receipt of long term support (Part 1) SDS	74%	80%	95.4%			There have been ongoing issues with reporting on this metric, which we now think has been resolved, however we need to continue to look at this in more detail and compare monthly to ensure that the figure continues in this direction.
ASC 07	Proportion of people in receipt of SDS (ASCOF 1C – people in receipt of long term support) (Part 2) DP	21%	45%	35%			As above we are continuing to look at our reporting in this area to ensure that our systems are reporting correctly.
ASC 08	Proportion of adults with learning disabilities who live in their own home or with their family (ASCOF 1G)	92.4%	88%	92.79 %			Figures in this area remain stable.





## Appendix 2: Progress against performance indicators

Ref	Description	Actual 2020/21	Target 2021/22	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
ASC 09	Proportion of adults with learning disabilities who are in Employment (ASCOF 1E)	5%	5.5%	5.29%			There are 22 people with a learning disability in paid employment. The percentage is based on the number of people with a learning disability "known to" the Council. The known to figure can fluctuate each month as people have been added to Care First or their assessments have been completed; this will have an overall effect on the percentage. 'Known to' clients are those in receipt of long term support.
<b>Homelessness:</b>							
ASC 10	Homeless presentations made to the Local Authority for assistance In accordance with Homelessness Reduction Act 2017. Relief Prevention Homeless	N/A	TBC	N/A	N/A	N/A	No commentary received for Q2.
ASC 11	LA Accepted a statutory duty to homeless households in accordance with homelessness Act 2002	N/A	TBC	N/A	N/A	N/A	No commentary received for Q2.

## Appendix 2: Progress against performance indicators

Ref	Description	Actual 2020/21	Target 2021/22	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
ASC 12	Homelessness prevention, where an applicant has been found to be eligible and unintentionally homeless.	N/A	TBC	N/A	N/A	N/A	No commentary received for Q2.
ASC 13	Number of households living in Temporary Accommodation Hostel Bed & Breakfast	N/A	TBC	N/A	N/A	N/A	No commentary received for Q2.
ASC 14	Households who considered themselves as homeless, who approached the LA housing advice service, and for whom housing advice casework intervention resolved their situation (the number divided by the number of thousand households in the Borough)	N/A	TBC	N/A	N/A	N/A	No commentary received for Q2.
<b>Safeguarding:</b>							
ASC 15	Percentage of individuals involved in Section 42 Safeguarding Enquiries	TBC	TBC	N/A	N/A	N/A	Work being done looking at the Actual/ target/Q2 figure.
ASC 16	Percentage of existing HBC Adult Social Care staff that have	62%	85%	67%			Despite the pandemic the number of people undertaking safeguarding

## Appendix 2: Progress against performance indicators

Ref	Description	Actual 2020/21	Target 2021/22	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
	received Adult Safeguarding Training, including e-learning, in the last 3-years (denominator front line staff only).						training has surpassed the previous year figures, however, they remain less than the target set.
ASC17	The Proportion of People who use services who say that those services have made them feel safe and secure – Adult Social Care Survey (ASCOF 4B)	N/A	N/A	N/A	N/A	N/A	Annual collection only to be reported in Q4, (figure is an estimate).
<b>Carers:</b>							
ASC 18	Proportion of Carers in receipt of Self Directed Support.	99.4%	99%	96.2%			This figure is slightly down from this time last year however, we are still on track to meet the target.
ASC 19	<i>Carer reported Quality of Life (ASCOF 1D, (this figure is based on combined responses of several questions to give an average value. A higher value shows good performance)</i>	N/A	N/A	N/A	N/A	N/A	Annual collection only to be reported in Q4, (figure is an estimate).
ASC 20	<i>Overall satisfaction of carers with social services (ASCOF 3B)</i>	N/A	N/A	N/A	N/A	N/A	Annual collection only to be reported in Q4, (figure is an estimate).
ASC 21	The proportion of carers who	N/A	N/A	N/A	N/A	N/A	Annual collection only to be

## Appendix 2: Progress against performance indicators

Ref	Description	Actual 2020/21	Target 2021/22	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
	report that they have been included or consulted in discussions about the person they care for (ASCOF 3C)						reported in Q4, (figure is an estimate).
ASC 22	Do care and support services help to have a better quality of life? (ASC survey Q 2b) <i>Better Care Fund performance metric</i>	N/A	93%	N/A	N/A	N/A	Annual collection only to be reported in Q4, (figure is an estimate).

<b>Appendix 3 Financial Statements</b>
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**ADULT SOCIAL CARE DEPARTMENT****Finance****COMPLEX CARE POOL****Revenue Budget as at 30 September 2021**

	<b>Annual Budget</b>	<b>Budget to Date</b>	<b>Actual</b>	<b>Variance (Overspend)</b>	<b>Forecast Outturn</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Expenditure</b>					
Intermediate Care Services	6,464	3,002	2,476	526	1,047
Joint Equipment Store	783	51	51	0	0
Oakmeadow	1,139	569	560	9	41
Intermediate Care Beds	607	304	304	0	0
Sub-Acute Unit	1,990	0	0	0	0
Inglenook	125	63	14	49	92
CCG Contracts & SLA's	3,319	119	117	2	2
Carers Centre	365	182	182	0	0
Red Cross Contract	65	33	32	1	0
Carers Breaks	412	279	204	75	142
Intermediate Care Development Fund	1,005	0	0	0	0
Residential and Nursing	1,014	507	507	0	0
Domiciliary Care and Supported Living	2,422	1,211	1,208	3	(23)
<b>Total Expenditure</b>	<b>19,710</b>	<b>6,320</b>	<b>5,655</b>	<b>665</b>	<b>1,301</b>
<b>Income</b>					
Better Care Fund	-11,468	-5,734	-5,734	0	0
CCG Contribution to Pool	-3,196	-1,598	-1,598	0	0
Oakmeadow Income	-612	-306	-305	(1)	(2)
Other Income	-54	0	0	0	(54)
<b>Total Income</b>	<b>-15,330</b>	<b>-7,638</b>	<b>-7,637</b>	<b>(1)</b>	<b>(56)</b>
<b>Net Departmental Expenditure</b>	<b>4,380</b>	<b>-1,318</b>	<b>-1,982</b>	<b>664</b>	<b>1,245</b>
<b>Covid Costs</b>					
Infection Control Fund	0	0	31	(31)	(31)
Rapid Testing	0	0	14	(14)	(14)
<b>Government Grant Income</b>					
Infection Control Fund	0	0	-31	31	31
Rapid Testing	0	0	-14	14	14
<b>Net Covid Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>4,380</b>	<b>-1,318</b>	<b>-1,982</b>	<b>664</b>	<b>1,245</b>
CCG Contribution Share of Surplus	0	0	0	(279)	(523)
<b>Adjusted Net Department expenditure</b>	<b>4,380</b>	<b>-1,318</b>	<b>-1,982</b>	<b>385</b>	<b>722</b>

**Comments on the above figures:**

The overall position for the Complex Care Pool budget is £0.385 under budget profile at the end of September and the forecast year end position is expected to be approximately £0.722m under budget.

Intermediate Care Services is £0.526m under budget profile at the end of the second quarter of the new financial year. This is as a result of changes in the way services are delivered which came out of the pandemic. An Intermediate Care review is currently underway.

### Appendix 3 Financial Statements

Expenditure on Carer's Breaks is under budget profile by £0.075m as at the end of September and expected to be £0.142m underspent by year-end. The personalised break costs from Halton Carer's Centre continue to be quite low as are the direct payment carers breaks. Demand for these services will have been impacted by the Covid pandemic.

Oakmeadow was forecasting an overspend at quarter 1. However, the current position is an underspend of £0.009m with a forecast year end position of spend being £0.041m below the approved budget. This is due to a decrease in the use of agency workers.

The underspend to date on Inglenook is due to vacancies at the property. This may change if the vacancies are filled.

Spend is currently forecast to be below budget by the end of March 2022 with the value of the overspend being in the region of £0.722m for the Council. However an Intermediate Care review being undertaken may result in resources and budgets being reallocated.

#### **Pooled Budget Capital Projects as at 30 September 2021**

	2020-21 Capital Allocation £'000	Allocation To Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
Disabled Facilities Grant	650	300	204	446
Stair lifts (Adaptations Initiative)	250	125	94	156
RSL Adaptations (Joint Funding)	200	100	56	144
Millbrow Refurbishment	1,450	10	7	1,443
Madeline Mckenna Refurb.	100	20	11	89
St Luke's Care Home	240	10	3	237
St Patrick's Care Home	50	20	11	39
<b>Total</b>	<b>2,940</b>	<b>585</b>	<b>386</b>	<b>2,554</b>

#### **Comments on the above figures:**

Allocations for Disabled Facilities Grants/Stair Lifts and RSL adaptations are consistent with 2020/21 spend and budget, and final expenditure across the 3 headings is anticipated to be within budget overall.

The £1.450m capital allocation in respect of Millbrow refurbishment reflects the value of funding carried forward from 2020/21, as the bulk of the refurbishment programme was rescheduled from last year to this due to the Coronavirus pandemic. The refurbishment programme is scheduled to start in the latter part of the current financial year.

#### **Revenue Operational Budget as at 30 September 2021**

## Appendix 3 Financial Statements

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn (Overspend)
	£'000	£'000	£'000	£'000	£'000
<b>Expenditure</b>					
Employees	14,252	6,847	6,755	92	150
Premises	287	165	188	(23)	(40)
Supplies & Services	722	480	480	0	0
Aids & Adaptations	113	56	41	15	0
Transport	647	305	322	(17)	0
Food Provision	183	51	41	10	30
Agency	565	188	191	(3)	(10)
Supported Accommodation and Services	1,398	719	717	2	0
Emergency Duty Team	103	0	0	0	0
Contacts & SLAs	657	514	512	2	(10)
Capital Financing	43	0	0	0	0
Transfer To Reserves	353	0	0	0	0
Housing Solutions Grant Funded Schemes					
LCR Immigration Programme	800	20	16	4	0
Homelessness Prevention	442	75	75	0	0
Rough Sleepers Initiative	121	40	36	4	0
<b>Total Expenditure</b>	<b>20,686</b>	<b>9,460</b>	<b>9,374</b>	<b>86</b>	<b>120</b>
<b>Income</b>					
Fees & Charges	-640	-276	-253	(23)	(20)
Sales & Rents Income	-287	-159	-165	6	0
Reimbursements & Grant Income	-967	-422	-387	(35)	(50)
Housing Strategy Grant Funded Schemes	-1,393	-1,348	-1,357	9	0
Capital Salaries	-111	-55	-61	6	0
Government Grant Income	-689	-601	-602	1	0
<b>Total Income</b>	<b>-4,087</b>	<b>-2,861</b>	<b>-2,825</b>	<b>(36)</b>	<b>(70)</b>
<b>Net Operational Expenditure Excluding Homes and Community Care</b>	<b>16,599</b>	<b>6,599</b>	<b>6,549</b>	<b>50</b>	<b>50</b>
Care Homes Net Expenditure	6,526	3,059	3,158	(99)	(198)
Community Care Expenditure	18,630	8,898	9,386	(488)	(1,033)
<b>Net Operational Expenditure Including Homes and Community Care</b>	<b>41,755</b>	<b>18,556</b>	<b>19,093</b>	<b>(537)</b>	<b>(1,181)</b>

<b>Appendix 3 Financial Statements</b>
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	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn (Overspend)
	£'000	£'000	£'000	£'000	£'000
<b>Covid Costs</b>					
Employees	0	0	740	(740)	(1,401)
Premises	0	0	47	(47)	(85)
Transport	0	0	12	(12)	(18)
Supplies (Including PPE)	0	0	21	(21)	(42)
Contracts	0	0	224	(224)	(225)
Extra Care Packages	0	0	468	(468)	(873)
Infection Control	0	0	630	(630)	(630)
Rapid Test	0	0	448	(448)	(448)
Hospital Discharge Programme	0	0	560	(560)	(560)
<b>Covid Loss of Income</b>					
Community Care Income	-770	-375	0	(375)	(770)
Community Services Transport	-91	-61	0	(61)	(91)
Community Services Placements	-61	-37	0	(37)	(61)
<b>Government Grant Income</b>					
Infection Control Grant	0	0	-630	630	630
Rapid Test Funding	0	0	-448	448	448
CCG Hospital Discharge Programme	0	0	-560	560	560
Covid Grant Funding	0	0	-1,985	1,985	3,566
<b>Net Covid Expenditure</b>	<b>-922</b>	<b>-473</b>	<b>-473</b>	<b>0</b>	<b>0</b>
<b>Recharges</b>					
Premises Support	402	201	201	0	0
Transport Support	151	75	75	0	0
Central Support	4,161	2,616	2,616	0	0
Asset Rental Support	13	0	0	0	0
Recharge Income	-122	-61	-61	0	0
<b>Net Total Recharges</b>	<b>4,605</b>	<b>2,831</b>	<b>2,831</b>	<b>0</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>45,438</b>	<b>20,914</b>	<b>21,451</b>	<b>(537)</b>	<b>(1,181)</b>

**Comments on the above figures**

Net Department Expenditure, excluding the Community Care and Care Homes divisions, is £0.050m below budget profile at the end of the second quarter of the 2021/22 financial year. Expenditure is currently projected to be below budget by a similar amount at the end of the financial year. Information covering Community Care and Care Homes can be found further within the report.

Employee costs are currently £0.092m under budget profile, due to savings being made on vacancies. The bulk of savings are being made within the Care Management division, which has experienced difficulties in recruiting to vacant posts. Posts are currently being actively recruited to, and the level of savings resulting from vacant posts is projected to be at a reduced level for the remainder of the year.

There are a number of full grant funded Housing Strategy initiatives included in the report above, specifically the LCR Immigration Programme, Homelessness Prevention and Rough Sleepers Initiative. The Homelessness Prevention scheme is an amalgamation of the previous Flexible Homelessness Support and Homelessness Reduction schemes. Funding has increased significantly from £0.253m in 2020/21 to £0.345m in 2021/22. Total funding of all Housing scheme of £0.769m represents confirmed grant allocations for 2021/22. Income currently significantly exceeds expenditure across the schemes.

The projected £0.050m under-achievement of Reimbursement and Grant income relates to the CCG funding received in respect of Continuing Health Care packages relating to Day Services and Housing Network provision in respect of Adults with Learning Difficulties. The level of funding is dependent on the care package provided, and annual fluctuations can occur as a result. However, it is anticipated that this under-



**Appendix 3 Financial Statements**

achievement will be more than compensated by savings in other areas, resulting in a budget underspend overall.

Costs relating to the Covid-19 pandemic have been recorded separately, and a summary is recorded in the table above. These figures are inclusive of costs relating to Care Homes and Community Care. Excluding specific grants total expenditure and loss of income has been recorded as £1.985m for April and September 2021. The total cost for the financial year (excluding spend fund from specific grants) is currently estimated at £3.566. Estimates are largely based on spend patterns continuing for the remainder of the year. They include costs for additional staffing at Council Care Homes, costing £0.645m for the year to date.

Other Covid costs relate to early hospital discharges. The hospital discharge plan was put in place to fund these placements with costs being recovered from Halton CCG. Scheme 1 was for anyone discharged from hospital before 30th September 2020 until they were reviewed or at the end of the financial year, whichever was soonest.

Scheme 2 was for anyone discharged from 1st October 2020. However this funding was only for up to 6 weeks per client.

For this financial year Scheme 2 funded clients for up to 6 weeks in the first quarter. However, this reduced to up to 4 weeks funding from Quarter 2, extended through to the end of the year. The income to cover these packages of care has drastically reduced and service users are coming onto normal funding streams sooner. The vast majority of these packages come to HBC to fund. Costs recovered for scheme 2 to date are £0.560m with additional care package costs being picked up by the Council. The cost of which to date is £0.468m, forecast to increase to £0.873 to the end of the financial year.

Occupancy of beds within Council run care homes is lower than forecast which is having an impact on income levels. The under occupancy of beds is being charged against the Covid grant, it is currently estimated the loss of income due to the Council through to the end of year will be in the region of £0.770m.

<b>Appendix 3 Financial Statements</b>
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**Community Care****Revenue Operational Budget as at 30 September 2021**

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn (Overspend)
	£'000	£'000	£'000	£'000	£'000
<b>Expenditure</b>					
Residential & Nursing	13,017	5,576	5,378	198	310
Domiciliary Care & Supported Living	9,288	4,151	4,329	(178)	(328)
Direct Payments	9,678	4,789	5,660	(871)	(1,745)
Day Care	315	124	155	(31)	(67)
<b>Total Expenditure</b>	<b>32,298</b>	<b>14,640</b>	<b>15,522</b>	<b>(882)</b>	<b>(1,830)</b>
<b>Income</b>					
Residential & Nursing	-9,103	-3,941	-4,093	152	564
Domiciliary Care	-1,875	-703	-717	14	36
Direct Payments	-721	-277	-319	42	188
ILF Income	-656	-164	-164	0	0
Government Grant	-1,200	-600	-600	0	0
Other Income	-113	-57	-243	186	9
<b>Total Income</b>	<b>-13,668</b>	<b>-5,742</b>	<b>-6,136</b>	<b>394</b>	<b>797</b>
<b>Net Departmental Expenditure</b>	<b>18,630</b>	<b>8,898</b>	<b>9,386</b>	<b>(488)</b>	<b>(1,033)</b>

**Comments on the above figures:**

Community care net expenditure is over the budget profile at the end of Quarter 2 by £0.488m and is anticipated to exceed the approved budget by £1.033m at the end of the financial year.

**RESIDENTIAL CARE**

There are currently 438 service users in permanent residential care. This is an increase of 15% on those receiving a service at the end of the last financial year. A number of people are in out of borough care homes, some of which attract a higher rate. This is being looked at, however some are out of borough as a legacy of the pandemic due to lack on in borough provision at the time.

**DOMICILIARY CARE & SUPPORTED LIVING**

There are currently 626 service users receiving a package of care at home compared to 576 at the end of last year, an increase of 8%.

**DIRECT PAYMENTS**

The demand for a Direct Payment continues to increase. To date there have been 76 new referrals into the service costing £24k per week. There have also been 78 increase referrals at a cost of £13k per week. Some of the increase referrals have been due to service users being unable to attend Day Services as a result of the pandemic, the gradual re-opening of this service will help reduce and control overall costs.

<b>Appendix 3 Financial Statements</b>
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**Care Homes****Revenue Operational Budget as at 30 September 2021**

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn (Overspend)
	£'000	£'000	£'000	£'000	£'000
<b>Expenditure</b>					
<b>Madeline McKenna</b>					
Employees	500	253	286	(33)	(66)
Premises	44	21	21	0	0
Supplies & Services	12	5	7	(2)	(4)
Food	30	15	19	(4)	(8)
<b>Total Madeline McKenna Expenditure</b>	<b>586</b>	<b>294</b>	<b>333</b>	<b>(39)</b>	<b>(78)</b>
<b>Millbrow</b>					
Employees	1,577	847	981	(134)	(268)
Premises	66	17	29	(12)	(24)
Supplies & Services	45	28	29	(1)	(2)
Food	61	30	31	(1)	(2)
<b>Total Millbrow Expenditure</b>	<b>1,749</b>	<b>922</b>	<b>1,070</b>	<b>(148)</b>	<b>(296)</b>
<b>St Luke's</b>					
Employees	2,136	990	958	32	64
Premises	83	18	29	(11)	(22)
Supplies & Services	40	21	27	(6)	(12)
Food	100	35	37	(2)	(4)
<b>Total St Luke's Expenditure</b>	<b>2,359</b>	<b>1,064</b>	<b>1,051</b>	<b>13</b>	<b>26</b>
<b>St Patrick's</b>					
Employees	1,440	692	577	115	230
Premises	82	32	42	(10)	(20)
Supplies & Services	32	18	22	(4)	(8)
Food	100	50	43	7	14
<b>Total St Luke's Expenditure</b>	<b>1,654</b>	<b>792</b>	<b>684</b>	<b>108</b>	<b>216</b>
<b>Care Homes Management</b>					
Employees	256	65	98	(33)	(66)
Transfer from Reserves	-78	-78	-78	0	0
<b>Total St Luke's Expenditure</b>	<b>178</b>	<b>-13</b>	<b>20</b>	<b>(33)</b>	<b>(66)</b>
<b>Net Expenditure</b>	<b>6,526</b>	<b>3,059</b>	<b>3,158</b>	<b>(99)</b>	<b>(198)</b>

**Comments on the above figures:**

The Care Homes Division consists of four internal care homes, Madeline McKenna, Millbrow, St Luke's & St Patrick's. St Luke's and St Patrick's transferred to the Council in 2019 & staff are not yet on Halton contracts as the process has been delayed due to the Covid pandemic. Budgets for the 4 homes have been set based on 100% occupancy levels and 2021/22 bed rates.

At Q2 net spend exceeds the available budget by £0.099m, it is currently forecast net spend will exceed to approved budget £0.198m for the year to 31 March 2022.

Net staffing costs for the four care homes to date are currently £0.053m above the approved budget, the forecast for the remainder of the year estimates staffing costs to be in the region of £0.106m above budget. Forecasts are based on the current staffing structure. It does not include the anticipated additional costs for St Luke's and St Patrick's staffing, once they transfer to Council terms and conditions.

All overtime & above average agency spend across the 4 care homes has been offset by the general Covid grant cost centre and is currently forecast to do so until the end of the financial year.

<b>Appendix 3 Financial Statements</b>
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**Capital Projects as at 30th September 2021**

	2020-21 Capital Allocation £'000	Allocation To Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
Orchard House	30	32	32	(2)
<b>Total</b>	<b>30</b>	<b>32</b>	<b>32</b>	<b>(2)</b>

**Comments on the above figures:**

The Orchard House allocation relates to the purchase and re-modelling of a previously vacant property, to provide accommodation for young adults who have a Learning Disability and Autism. The original total capital allocation was £0.407m, which reflected the projected remodelling and refurbishment costs of the property following its purchase in March 2019. The current year capital allocation reflects the final retention and snagging payments made now the scheme has been completed.

<b>Appendix 3 Financial Statements</b>
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**PUBLIC HEALTH & PUBLIC PROTECTION DEPARTMENT****Revenue Budget as at 30 September 2021**

	Annual Budget £'000	Budget to Date £'000	Actual £'000	Variance (Overspend) £'000	Forecast Outturn £'000
<b>Expenditure</b>					
Employees	4,183	1,446	1,305	141	261
Premises	5	0	0	0	0
Supplies & Services	234	90	69	21	42
Contracts & SLA's	7,152	3,172	3,172	0	0
Transport	10	4	1	3	5
Agency	20	20	20	0	0
Transfer to Reserves	50	0	0	0	0
<b>Total Expenditure</b>	<b>11,654</b>	<b>4,732</b>	<b>4,567</b>	<b>165</b>	<b>308</b>
<b>Income</b>					
Fees & Charges	-84	-18	-22	4	7
Reimbursements & Grant Income	-148	-99	-99	0	0
Transfer from Reserves	-584	-84	-84	0	0
Government Grant Income	-10,862	-4,197	-4,197	0	0
<b>Total Income</b>	<b>-11,678</b>	<b>-4,398</b>	<b>-4,402</b>	<b>4</b>	<b>7</b>
<b>Net Operational Expenditure</b>	<b>-24</b>	<b>334</b>	<b>165</b>	<b>169</b>	<b>315</b>
<b>Covid Costs</b>					
Contain Outbreak Management Fund	0	0	1,621	(1,621)	(3,783)
Practical Support Self-Isolation	0	0	51	(51)	(278)
Community Based Testing	0	0	170	(170)	(170)
Targeted Community Testing	0	0	126	(126)	(367)
<b>Covid Loss of Income</b>					
Pest Control income	-10	-10	0	(10)	(10)
Exercise class income	-16	-16	0	(16)	(16)
Day trip income	-3	-3	0	(3)	(3)
<b>Government Grant Income</b>					
General Covid Funding	0	0	-29	29	29
Contain Outbreak Management Fund	0	0	-1,621	1,621	3,783
Practical Support Self-Isolation	0	0	-51	51	278
Community Based Testing	0	0	-170	170	170
Targeted Community Testing	0	0	-126	126	367
<b>Net Covid Expenditure</b>	<b>-29</b>	<b>-29</b>	<b>-29</b>	<b>0</b>	<b>0</b>
<b>Recharges</b>					
Premises Support	119	59	59	0	0
Transport Support	24	12	12	0	0
Central Support	751	327	310	17	35
Support Income	-155	-155	-155	0	0
<b>Net Total Recharges</b>	<b>739</b>	<b>243</b>	<b>226</b>	<b>17</b>	<b>35</b>
<b>Net Departmental Expenditure</b>	<b>686</b>	<b>548</b>	<b>362</b>	<b>186</b>	<b>350</b>

**Comments on the above figures**

The net Department spend is £0.186m under budget at the end of Quarter 2 and the estimated outturn position for 2021/22 is for net spend to be £0.350m under the available budget.

Employee costs are currently £0.141m under budget. This is a result of savings made during the first half of the year by staff continuing to work on COVID related activities and the associated costs funded from the

**Appendix 3 Financial Statements**

Contain Outbreak Management Fund. It is anticipated that a full year underspend of £0.261m will result by the end of the financial year. The employee budget is based on 86.8 full time equivalent staff. The staff turnover saving target of £0.026m is expected to be achieved in full by the end of the financial year. Spend on Supplies and Services is currently £0.021m under budget. The anticipated full year underspend will be £0.042m. This underspend has been generated by reduced spending on services that have been temporarily halted and spending is expected to return to normal once services return to pre-coronavirus activity.

During 2020/21, due to escalating numbers of coronavirus infections, Local COVID Alert Levels were introduced in England in October. As a result, Halton Borough Council received a series of payments from the Contain Outbreak Management Fund (COMF) providing grant funding of £4.048m in the last financial year, with £0.989m spent and £3.059m carried forward into 2021/22. A one-off additional payment for 2021/22 of £1.129m was received in Quarter 1. Therefore £4.188m COMF funding is available to spend, with £1.621m or 38.71% spent to date. This funding has allowed the Halton Outbreak Support Team to be expanded, introduce 7 day working, increase contact tracing, deal with complex cases, target testing for hard-to-reach groups, and enhance communication & marketing and target interventions for specific sections of the local community and workplaces.




From July, Targeted Community Based Testing for disproportionately impacted and underserved groups with no symptoms replaced Community Based Testing. The purpose of the targeted community testing is to enable local authorities to identify, support and reduce prevalence and harm in asymptomatic individuals from groups that are most affected by Covid-19. Spend in the first half of the year for Community Based Testing was £0.170m and grant funding received covers the full cost. Quarter 2 spend on Targeted Based Testing is £0.122m and expenditure for the second half of the year is estimated to be £0.240m, with grant funding received in arrears of monthly claims submitted, expected to cover the full cost of delivering this service.

Funding to help those required to self-isolate is continuing to be provided through the LA Practical Support for Self-Isolation grant. Funding of £0.278m has been received to date and £0.051m or 18.35% has been spent. This funding will continue until the end of the financial year. The funding should be spent on practical, social and emotional support where required by individuals in order to successfully self-isolate. This could include support in accessing food, providing transport to school for parents self-isolating, support for wellbeing e.g. providing reassurance, check-ins, welfare calls, social and digital inclusion e.g. helping people to access services online, providing internet connections, support for mental health and practical support, e.g. dog walking, collecting prescriptions, running errands and helping with caring responsibilities.

Loss of income due to COVID-19, with Sure Start to Later Life and Pest Control unable to generate income to date during the financial year, the Health Improvement Team has only been able to achieve reduced levels of income. The resulting loss of £0.029m fees and charges income to date has been offset by a contribution from reserves. The loss of income in 2021/22 is estimated to remain at £0.029m, assuming some income levels will return to normal during the second half of the financial year.




<b>Appendix 4 Explanation of Symbols</b>
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Symbols are used in the following manner:

<b>Progress</b>	<b><u>Objective</u></b>	<b><u>Performance Indicator</u></b>
<b>Green</b>	 Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	<i>Indicates that the annual target <u>is on course to be achieved</u>.</i>
<b>Amber</b>	 Indicates that it is <u>uncertain or too early to say at this stage</u> , whether the milestone/objective will be achieved within the appropriate timeframe.	<i>Indicates that it is <u>uncertain or too early to say at this stage</u> whether the annual target is on course to be achieved.</i>
<b>Red</b>	 Indicates that it is <u>highly likely or certain</u> that the objective will not be achieved within the appropriate timeframe.	<i>Indicates that the target <u>will not be achieved unless there is an intervention or remedial action taken</u>.</i>

#### **Direction of Travel Indicator**

Where possible performance measures will also identify a direction of travel using the following convention

<b>Green</b>	 Indicates that performance <b>is better</b> as compared to the same period last year.
<b>Amber</b>	 Indicates that performance <b>is the same</b> as compared to the same period last year.
<b>Red</b>	 Indicates that performance <b>is worse</b> as compared to the same period last year.
<b>N/A</b>	Indicates that the measure cannot be compared to the same period last year.

## Appendix 2. Directorate Overview Report – Enterprise Community & Resources

Reporting Period: **Quarter 2 –1<sup>st</sup> July – 30<sup>th</sup> September 2021**

### 1.0 Introduction

- 1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the second quarter of 2021 / 22 for service areas within the remit of the Corporate Policy and Performance Board.
- 1.2 It covers key priorities for development or improvement in the various functional areas reporting to the Board in relation to the Council's priority of Corporate Effectiveness and Business Efficiency i.e.:
- Financial Services
  - Human Resources, Organisational Development, Policy, Performance and Efficiency
  - ICT Infrastructure
  - Legal and Democracy
  - Catering, Stadium and Registration Services
  - Property Services
- 1.3 The emergence of the global COVID19 pandemic early in 2020 has had a significant and unavoidable impact upon Council services the full extent of which is yet to become known. The Council, along with key partner agencies, has prioritised its resources upon mitigating the serious risks to public health, the protection of vulnerable residents, and the social cohesion of the local community. In developing appropriate responses to emerging national and local priorities this situation is likely to remain the case for the foreseeable future.
- 1.4 The way in which traffic light symbols have been used to reflect progress to date is explained within Section 8 of this report.

### 2.0 Key Developments

- 2.1 There have been a number of developments during the period which include:-

#### Financial Services

#### 2.2 Benefits Division

##### Covid19 Self-isolation Support Payments

In mid-September 2021 the Government announced that the Self-isolation Support Payment scheme would be extended to end on 31<sup>st</sup> March 2022. The table below shows the number of awards paid at 30<sup>th</sup> September 2021.



Self-isolation Payment awards at 30<sup>th</sup> September 2021

SIP Awards	Mandatory	Discretionary
Fund available	£407,000	£275,000
No. of awards	729	329
Current spend	£364,500	£164,500

Universal Credit Implementation

The Department for Works and Pensions (DWP) statistics indicate at 12<sup>th</sup> August 2021 there were 15,968 people within Halton claiming Universal Credit. By way of providing context, in March 2020 there were 10,918 Halton residents claiming Universal Credit, and this illustrates the impact of Covid19.

Processing Times

At 30<sup>th</sup> September 2021 processing times for Housing Benefit and Council Tax Reduction were as follows: new claims 16.80 days and changes in circumstances 12.97 days.

**2.3 Audit, Procurement & Operational Finance Division**Insurance

2021 has already proven to be very difficult year in the insurance market with challenging conditions continuing due to insurer capacity reducing and increasing rates. The changes in the market and upward pressure on premiums had started well before the onset of the global coronavirus pandemic, which has further exacerbated the situation. It is recognised that we are now in the hardest general insurance market for more than 20 years, not just for the public sector but across all sectors.

In terms of the Council's insurance arrangements, we are currently approaching the end of the third year of the casualty insurance contract which has an option to extend for up to two additional years. The Council is currently awaiting confirmation from the insurer on their intentions in relation to the two year extension of the long term agreement. Experience from other insured bodies has shown that some insurers are seeking additional premium or requiring the insured to accept a higher level of self-insurance.

Procurement – Green Paper

Following the UK's withdrawal from the European Union the future of how publically funded bodies are to procure the goods and services they need is under Government consultation. The requirement to publish tenders in the Official Journal of the European Journal (OJEU) via Tenders Electronic Daily (TED) has been replaced by a UK system called Find a Tender (FTS).

The Government is currently reviewing the feedback provided during the consultation on the Green Paper, which will then hopefully allow them to draft legislation to assist in their stated aim of speeding up and simplifying procurement processes.

Invoice Processing Performance

The Council has paid 93.4% of its invoices within 30 days during 2021/22 to date. The calculation includes invoices where payment is delayed due to the invoice being in dispute. The comparator figure for 2020/21 was 92.6%.

**2.4 Revenues and Financial Management Division**2021/22 Quarter 1 Spending

For the financial year to 30 June 2021, overall Council operational net spending (excluding Covid) was £25.8m against a budget of £25.6m, resulting in an overspend position to date against budget of £0.2m. The forecast position for the year to 31 March 2022 was a prudently estimated overspend of £4.7m.

Covid costs and loss of income for the first quarter of the year totals £3.9m, with forecast costs through to the end of the year of £12.5m. It is expected these costs will be funded in full from Government grant.

Capital spending at 30 June 2021 totalled £2.990m, which is 97% of the planned spending of £3.071m at this stage. This represents 8% of the total Capital Programme of £35.118m (which assumes a 20% slippage between years).

The updated medium term financial forecast and half year Council wide spending will both be reported to Executive Board on 18 November 2021.

Council Tax and Business Rate Collection

Council tax collection for the 2<sup>nd</sup> quarter of the year is 54.58%, up 0.69% on this point last year and down by 0.47% from that reported in 2019/20. Cash collection for the year to date is £39.483m, which includes £1.116m collected in relation to previous year debts.

Business rates collection for the year to 30 September 2021 is 54.76%, up 1.16% on this point last year but down by 2.64% from that reported for the same period in 2019/20. Cash collected for the year to date is £29.668m.

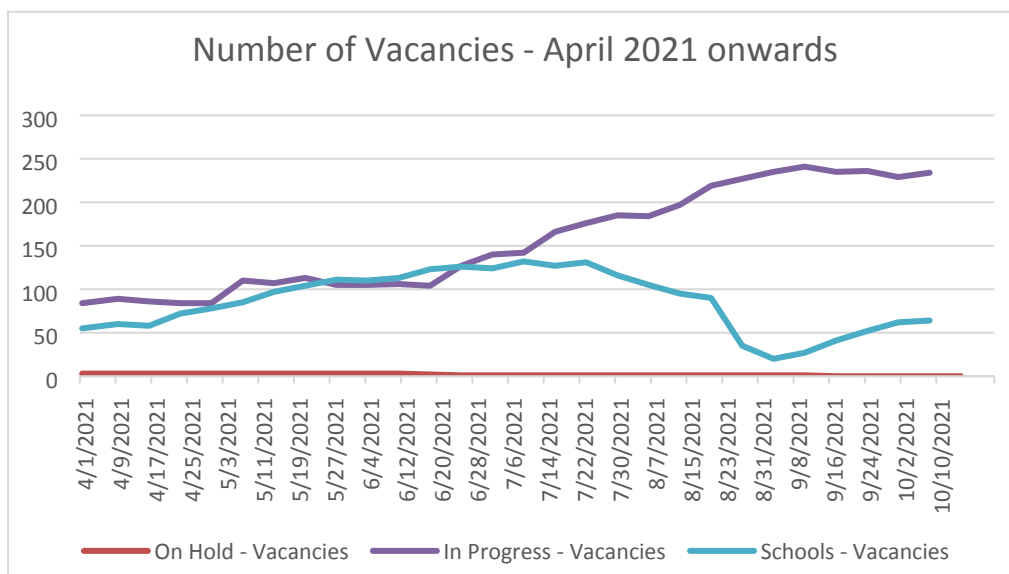
Breathing Space

From 04 May 2021 the Debt Respite Scheme (Breathing Space) gave someone in problem debt the right to legal protections from their creditors. There are two types of breathing space: a standard breathing space and a mental health crisis breathing space. As at 30 September 2021 the Council has in place 97 Breathing Space applications for debts totalling £0.179m. The breakdown of which is as follows:

- Council Tax – 56 applications, value of debt £0.119m
- Sundry Debts – 4 applications, value of debt £0.008m
- Mersey Gateway – 37 applications, value of debt £0.052m

**Human Resources, Organisational Development, Policy, Performance and Efficiency**

2.5 The Efficiency, Resourcing & Recruitment Service has come under significant pressure as a result of unprecedented demand for recruitment across the council, and schools. The graphic below shows the pattern of demand over the year to date and as can be seen, recruitment to Council services it is at unprecedented levels. School recruitment hit a higher than average peak over the summer and then fell away, although current vacancy numbers are higher than would normally be expected at this time of year.



Given the resources available, there is no scope to intensify activity to meet demand, instead some services will experience slower recruitment until such time as demand subsides.

Consultation with neighbouring authority's reveals a similar picture, with all LCR Council's enduring low applicant numbers for many posts, and the completion of recruitment procedures resulting in no appointment. It is clear that the dynamics of the sub-regional labour market have altered during 2021, although research has not yet firmly concluded why that is. Over the coming month's analysis will continue, however it is clear that some services cannot be optimally resourced because the labour market will not supply sufficient people.

A new Organisational Development & Performance Management Service went live on 1<sup>st</sup> July. The merging of these two business disciplines into one coherent service model now connects business planning, performance monitoring, and Organisational Development under a single management line. They use performance information (both employee and service based) to inform the development of OD interventions and programmes will now begin to take place, to enhance delivery against the key objectives set out in business plans and ultimately contribute to the delivery of the Council's priorities.

The policy framework developed in 2020 to enable the Council to safely return physical premises and work spaces to operation following the 'lockdown' between March and July 2020 and Nov – Dec 2020 has now been revised and updated. The Policy function within the Department has played a pivotal role in coordinating a temporary policy position which permits safe return to office spaces of staff who have been homeworking, but wish to reconnect with the office environment, from 1<sup>st</sup> October 2021. A report on the take up of this will be made in the Q3 monitoring report.

As of 1<sup>st</sup> September 2021, team meetings and one-to-one sessions have been reintroduced to staff groups who remain working remotely. The aim is to re-build team and manager-employee relationships effectively following the disruption created by the pandemic. Guidelines to staff are clear and risk is minimised. This approach has been taken up in many areas and is proving successful.

During the quarter, preparations were made for a return to face-to-face delivery of learning and development activity. This is set against a COVID-safe protocol and has resumed safely and successfully.

Linked to the above, it was previously reported that the Council had considered its options around how employee capability, working practices, premises and technology can be combined to ensure an effective organisation for the future, and the basis of a structured 'Future Work' change programme had been developed. The work associated with this programme will commence in spring 2022.

The Council published its Public Sector Apprenticeship Report 2021 (April 2020 – March 2021). All public sector bodies that employ 250 staff or more are required to complete an annual report on their progress towards meeting their public sector apprenticeships target. Link:

<https://www3.halton.gov.uk/Pages/councildemocracy/opacity/opacity.aspx>

The service is currently exploring the appointment of another new hire HR Division apprentice and also developing a career qualification framework (linked to CIPFA approved qualifications) within the Finance Division to initially appoint 2 apprentices.

## **ICT and Administration**

### **2.6 Return to the Office:**

As the Authority begins the process of staff returning to the office ICT Services have enabled all 'green' desks with the required equipment (minus laptop) that staff would have had pre-lockdown/Home Working Plan. We are aware that staff needed to take equipment home at the start of the lockdown.

When more than 50% occupancy is allowed staff may need to bring equipment back into the office to work on 'red' desks – ICT Services will not be able to provide additional equipment for any of the 'red' desks moving forwards – this has to be done from equipment that staff have taken home. If any members of staff needs assistance with assembling equipment on a 'red' desk then please contact the ICT Helpdesk in the first instance. If any colleague feels that it is appropriate for an individual to have a complete set-up in work as well as at home then of course we can facilitate this once an appropriate Cost Code has been provided.

**Sickness levels**, remained over this quarter at a reasonable level with only a small number of staff testing positive with COVID symptoms. One Stop Shop staffing issues noted and discussed within the next section.

The ICT teams covered all emergency calls over this continued period of home working effectively, with all calls resolved quickly without any disruption to key services. Software Systems and Hardware maintenance plans remain in place linked to out of hours and weekend working to compliment extended front-line working hours.

The Halton Cloud continues to support all 2600 desktop users with an average of 1800 concurrent users connected into services at any one time from home, system uptime over this quarter has been excellent, whilst accommodating a considerable number of changes and adaptations to the requirements profile of our user base over this extended period of the pandemic.

The recent issue with access into the corporate email system was resolved as the sixteen associated data bases linked to the service corrupted during an essential weekend upgrade this in turn slowed email services down, no email or total loss of service was experienced. This issue caused a disruption of service on the Monday morning leading to minimal disruption as the system was reconfigured. The infrastructure teams dealt with the issue as quickly as the technology stack allowed resolving the problem. Given the extent of the issue this caused delays over a two day period. Further measures are in place to limit any further disruption but as with any complex system out of the ordinary one off issues can occur that cannot be planned for given the complexity of the systems in place.

Considerable efforts continue to be made to enhance online meeting capability, with new and innovative solutions under development to enhance hybrid working within Teams and Skype as the authority starts to return to the office environment as well as promotes home working where possible over the next few months.

**2.7 The Records Management Facility** is fully operational and supporting the authority and its clients with new services being developed supporting the authority through centralising data and improving secure access to physical as well as digital data sets.

- Incoming mail scanning (corporate)
- Hybrid mail (corporate)
- RMU Office now open at Picow Farm Road
- Sefton invoicing contract services delivered throughout the lockdown
- Cemeteries support
- Open Spaces Service support
- Courier service

Warehouse: RMU staff, observing social distancing, are continuing to work on warehouse tasks as required.

**Data retention in SharePoint (SP):** creating a process to prepare SP data for migration to the new SP environment is underway. This will align with the corporate wide Records Retention Policy.

**2.8 Schools ICT Programme:** Halton Borough Council (HBC) ICT Services following the restructure has adapted and changed its services to schools and academies in order to meet the changing requirements of schools. The service offers a comprehensive package of support ranging from basic admin machine connection to the council network to scheduled technician visits, and have added services and key personnel supporting the technical requirements to improve the overall support package from HBC. This service will now continue with the extended offer of GDPR support SLA's for all schools.

### One Stop Shops

Service Area	HDL HaltonLea	HDL Widnes	Grand Total	Percentage
Council Tax	1564	1798	3362	23.82%
Adult Social Care	1024	1884	2908	20.60%
Finance and Support Services	586	848	1434	10.16%
Waste Management	431	607	1038	7.35%
Corporate Processes	340	375	715	5.07%
Benefits	389	312	701	4.97%
Environmental	293	358	651	4.61%
Highways	213	254	467	3.31%
Open Spaces	222	232	454	3.22%
Unknown	251	178	429	3.04%
Housing Solutions	121	144	265	1.88%
Education	138	96	234	1.66%
Transportation	144	79	223	1.58%
Property Services	60	107	167	1.18%
Human Resources	75	78	153	1.08%
HDL - internal procedures	86	66	152	1.08%
Planning and Building Control	52	83	135	0.96%
Community And Leisure	68	57	125	0.89%
Registrar	34	68	102	0.72%
Revenues	47	52	99	0.70%
Childrens Social Care	42	46	88	0.62%
Halton Housing Trust	30	28	58	0.41%
Legal and Licensing	18	26	44	0.31%
Economy	14	27	41	0.29%
External Agencies	23	11	34	0.24%
Tourist Information	14	3	17	0.12%
HBC - OOH Procedures	1	7	8	0.06%
Families Information Service	2	5	7	0.05%
EDT	1	1	2	0.01%
OLD SHPS - no longer used	1		1	0.01%
Youth Services	1		1	0.01%
<b>Grand Total</b>	<b>6285</b>	<b>7830</b>	<b>14115</b>	<b>100.00%</b>

**Contact Centre**

Service Area	Contact Centre	Percentage
Adult Social Care	5614	20.98%
Waste Management	5466	20.42%
Council Tax	4494	16.79%
EDT	2439	9.11%
Childrens Social Care	1772	6.62%
Corporate Processes	1227	4.58%
Registrar	1007	3.76%
Environmental	744	2.78%
Highways	670	2.50%
Benefits	555	2.07%
Open Spaces	397	1.48%
Housing Solutions	340	1.27%
Unknown	308	1.15%
HBC - OOH Procedures	274	1.02%
Education	200	0.75%
Property Services	185	0.69%
Planning and Building Control	181	0.68%
Halton Housing Trust	180	0.67%
Finance and Support Services	170	0.64%
Transportation	125	0.47%
Community And Leisure	112	0.42%
Revenues	110	0.41%
Legal and Licensing	57	0.21%
HDL - internal procedures	45	0.17%
External Agencies	29	0.11%
Families Information Service	24	0.09%
ICT Services	15	0.06%
Economy	14	0.05%
Human Resources	4	0.01%
Risk and Emergency Planning	3	0.01%
HHT OOH	2	0.01%
OLD SHPS - no longer used	1	0.00%
<b>Grand Total</b>	<b>26764</b>	<b>1</b>

## **Legal and Democracy**

**2.9** Council in July accepted a recommendation to make some changes to the committee structures, which have now been put in place.

At the same meeting, Council approved a revised Code of Conduct for Members. A training session on the new Code was put on for all Members in September with a very high attendance. Recruitment exercises have been successfully carried out for key posts in the Department.

## **Catering, Stadium and Registration Services**

**2.10** The Registration Service continues to manage and deliver its statutory duties in response to the restrictions and easements as legislated in the Coronavirus Act 2020. On the 19<sup>th</sup> July 2021, the restrictions on the numbers of persons eligible to attend such ceremonies were lifted. Therefore the predominant focus of the Service has been to ensure that previously cancelled and postponed marriage and Civil Partnerships ceremonies have been able to take place where requested. The Service has also recruited four casual civil ceremony celebrants to ensure that we have appropriate capacity and resilience to deliver on the expected ceremony programme for 2022/2023. There are also a significant number of statutory Notices of Marriage and Civil Partnerships that will need to be retaken and these are being dealt with in priority order.

## **Property Services**

### **2.11 Property Services Operations**

#### Millbrow Care Home- Proposed refurbishment

The proposed refurbishment works at Millbrow, at an estimated cost of £1.5m, have been on hold since the COVID-19 pandemic began. Adults Services are now looking again at their model of delivery and further feasibility works are being undertaken in respect of the service requirements going forward.

#### Proposed New Leisure Centre Moor Lane

The works cannot progress until vacant possession of the site has been obtained. The CPO process is ongoing, all objections have now been removed and we are waiting for the planning inspectorate to confirm the CPO. The anticipated start on site date is July 2022, this could be sooner however if the CPO is confirmed within the next couple of months. The tenants have found alternative locations and are both planning to have vacated site by March 2022.

#### Education maintenance programme

The 2021/22 Education maintenance programme was approved by Council in March. The programme consists of 18 separate projects at a total cost of circa £1.36m. 10 of the projects were completed across the summer period, the remaining projects will be carried out throughout the remainder of the year and all should be completed by year end.

#### Corporate Maintenance programme

The 2021/22 corporate maintenance programme was approved by the AMWG in January. The programme consists of numerous projects which will be undertaken across the full year. Some smaller projects have been completed, other projects are at varying stages, all the budget should be fully expended by year end.

#### Mersey Gateway Handback Sites

A settlement deed is now in place, in respect of the remaining outstanding works on the handback sites, this has yet to be signed by all parties however due to some outstanding issues with UU which are yet to be resolved. We have confirmed with Mersey link that once signed all sites will have been deemed to be handed back. Mersey link are on site with the making good works to C&T Garage adjacent to site B, Viking House has now been demolished, the cladding works are yet to complete however. UU have some works to complete on

Site A&C other than that any other necessary outstanding work will be completed by HBC using the funds set aside by the agreement.

Crow Wood Lane Supported living development

Design development work has been completed however the project has been put on hold whilst Adult Services consider other options.

71 High Street Runcorn- Refurbishment

Planning approval is in place for the above. The works are currently out to tender, the budget has been confirmed as such once a contractor has been appointed the works will be able to commence on site. The anticipated start date is January 10<sup>th</sup> 2022 with completion by early July 2022.

Decarbonisation scheme- Halton Stadium

£1.3m has been secured from the Government's decarbonisation fund for works at Halton Stadium, a further sum has also been approved, the total cost of the work being circa £1.67m. Works have commenced on site and are progressing well however there will be a delay with the installation of the air source heat pumps due to the delivery being put back by the manufacturer due to the excessive demand for the units. All other works are progressing on programme.

Brookvale Rec- Proposed Artificial Pitches

Planning approval has now been obtained in respect of the above, and the football foundation have confirmed the funding is in place. The pre start meeting has been held and works are due to start on site on November 8th, with completion in spring.

Pickering Pastures- Proposed new pavilion building

A feasibility study has now been undertaken in respect of the proposal to replace the existing ranger cabin building with a new pavilion type facility which would include a café area. This has been circulated to Open Spaces for consideration.

Broseley House- Demolition

Works were due to commence on site in early July but had to be delayed due to Scottish Power Energy Networks not being able to confirm a date when the internal substation would be disconnected. That work is now programmed in and should be completed by late October as such it is anticipated that the actual demolition contractor will be able to get back on site in late October, to commence the demolition work, the contract period is 8 weeks as such the works should be completed by the year of the calendar year.

Cavendish School- Internal remodelling

The Internal remodelling works commenced on site in late July and were completed by early September to tie in with the start of the autumn term.

Lunts Heath- Eco Classroom

The installation works to create a new Eco classroom commenced on site as programmed and were completed to tie in with the start of the autumn term.

6 Church Street, Runcorn Old Town- Refurbishment to form HPIJ Offices

The above project is currently out to tender. It is anticipated that, the subject to the tenders coming back within budget, that the works will commence on site in the new year and be complete by the end of March 2022

The Brindley- Proposed extension

Design development works are on-going in respect of the above to ensure we meet the next stage of the Town Deal Funds requirements.



Camden Buildings- conversion to arts/cultural hub

Design development works are on-going in respect of the above to ensure we meet the next stage of the Town Deal Funds requirements.

**3.0 Emerging Issues**

3.1 A number of emerging issues have been identified during the period that will impact upon the work of services including:-

**Financial Services**

**3.2 Benefits Division**

Discretionary Housing Payments

Discretionary Housing Payments (DHP) are used to help people who have to pay rent who are receiving Housing Benefit or are receiving a housing cost element as part of their Universal Credit entitlement, and are struggling to pay their rent. Each year the Council is allocated DHP funding from the government that it can use to help people who are experiencing difficulty paying their rent. DHP awards are usually paid for a limited period, for example, for 12 weeks to allow a person to re-adjust their finances so they can pay their rent in the future. In 2020/21 the Council received £527,810 DHP funding from the government and this full allocation was used. On 20<sup>th</sup> September 2021 the Council was notified by the DWP of its mid-year DHP funding, which brings the total funding for 2021/22 to £394,099. This is a reduction of £133,711 and makes the DHP scheme less generous than last year. Other Liverpool City Region Councils have also experienced significant reductions in their funding allocations, and similar to ourselves will be adjusting their schemes to reflect this change.

**3.3 Audit, Procurement & Operational Finance Division**

Procurement – Net Zero

The Government has recently issued a Procurement Policy Note (PPN 06/21) that sets out how Government departments, executive agencies and non-departmental public bodies should take account of suppliers' Net Zero Carbon Reduction Plans in the procurement of major contracts. Under the new arrangements, as part of assessing a supplier's technical and professional ability, in scope organisations should include, as a selection criterion, a requirement for bidding suppliers to provide a Carbon Reduction Plan confirming the supplier's commitment to achieving Net Zero by 2050 in the UK. The plan should also set out the environmental management measures that the supplier has in place and will be utilised during the performance of the contract. The new arrangements apply to any procurements advertised on or after 30 September 2021 that have an anticipated contract value of £5m per annum or greater.

Whilst the measures set out in PPN 06/21 only currently apply to major Government contracts, it is indicative of the general direction in which the UK government is travelling and it is likely that similar requirements will be extended to local authorities in due course.

Building Back Better: Government Plan for Health and Social Care

In September the Government announced its decision to raise taxes to fund health and social care reforms by introducing a new, UK-wide 1.25 per cent Health and Social Care Levy. As part of the plans, the Government has committed to investing £5.4 billion in Adult Social Care over the next three years to deliver funding and system reform commitments. A lot of detail still needs to be clarified but key points include:

- Care costs will be capped at £86k from October 2023;
- There will be an increase in the maximum savings limit from £23,250 to £100,000 from October 2023;
- There will be an increase in the threshold when tariff income applies from £14,250 to £20,000k from October 2023;

- There will be an increase in the Personal Expenditure Allowance for persons in residential care. The allowance is currently £24.90 per week but will rise in line with inflation from April 2022;
- There will be an increase in the Minimum Income Guarantee applied to the financial assessment for those persons in receipt of domiciliary care from April 2022;
- There will be more flexibility for persons accessing Deferred Payment Agreements.

The full impact in terms of the Council's finances cannot yet be fully determined. However, the care cost cap will require the introduction of a system to monitor individuals' spending on personal care and will have a significant impact upon workloads within the Division. It is also anticipated that the proposals will reduce the Council's income from client contributions towards care costs.

### **3.4 Revenues and Financial Management Division**

#### Comprehensive Spending Review 2021

The Comprehensive Spending Review will be published by HM Treasury on 27 October 2021. It is planned the Chancellor of the Exchequer will set out a 3 year plan for public finances over the period 2022 to 2025. Whilst not yet confirmed it is hoped this will in turn lead to a multi-year settlement for Local Government although this won't be known until December when the provisional local government settlement is announced.

The Council has contributed towards submissions on the Comprehensive Spending Review through the Liverpool City Region and Sigoma. Both concentrate on three main themes; the need to fund demographic changes and increased unit costs in social care; an opportunity to lay the foundations for the Levelling Up agenda and the need to provide local authorities with planning certainty.

#### **Human Resources, Organisational Development, Policy, Performance and Efficiency**

### **3.5 Holiday Pay Entitlement**

Following references in previous reports, there had been an absence of clear direction in legal terms on the matter of holiday pay entitlement resulting from voluntary overtime. Conflicting case-law still exists and legal cases remain pending in the UK legal system. One notable case. 'Flowers –v- East of England Ambulance Trust' was set to be a leading precedent in this matter, however during the quarter the case has been settled outside of the Court system. As such, this remains an ongoing matter and further advice is now awaited from Local Government National Employers. It may rest on local negotiation between the Council and its Joint Trade Unions. Further updates will be made as appropriate.

The outcome of government consultation on measures to restrict 'Special Severance Payments' is awaited, which will likely bring about a regulatory framework that will limit severance payments in a wide range of scenarios. Once the regulations are confirmed, the Council's Staffing Protocol will need to be redrafted, negotiated with the joint Trade Unions, and submitted to the Council's Appointments Committee for approval.

The continual need to engage agency workers to meet increased service demand in areas such as adult social care has been highlighted in previous reports, and the situation continues. The HR service is supporting a restructuring exercise in two of the Council's care homes, with an implementation date of November 2021. It is clear that a large number of vacancies will remain. This will add further pressure to the service itself, and to the recruitment service. Nursing vacancies in particular continue to prove challenging to fill.

In addition to the issue outlined above, care and nursing vacancies are expected to arise as result of the new legislation requiring that all people working in care homes must be fully vaccinated against COVID19, or have evidenced clinical exemption, by 10<sup>th</sup> November 2021. We know at this stage that staff some will not be as they are not exempt and refuse to take the vaccine. Those employees will be dismissed from the Council as it will be illegal for them to work in the setting in which they are employed from the 11<sup>th</sup> November. Whilst some

redeployment opportunities may present themselves, it is not certain, thus we cannot assume that employment can continue for those individuals with the Council.

## **ICT and Administration**

**3.6 Email Security:** The biggest and potentially most harmful security threat closest to all of us is Cyber, with HBC being part of the Governments infrastructure the whole organisation and its contacts are a clear target – we see this regularly, and while the service can protect you using technical controls, ultimately as an organisation we are relying upon all of our people to understand the risks and to be aware.

As Officers and Members we have to be vigilant in terms of such attacks as in reality no amount of technical security solutions or specialist systems can stop an individual wrongly giving away their secure access credentials in this way.

The vast majority of attacks use the individual's username and password to log into their own personal or work email account and send out vast numbers of spam emails from that person's account allowing these spam emails initially to get past security systems as the email address and domain are initially trusted. These attacks can send literally millions of emails in one go, ultimately bringing down the originating email system by swamping the system internally and ultimately getting the domain banned across thousands of emails systems. All originated from a user allowing their details to be stolen.

The ramifications for the authority are huge and as users we have a responsibility to not be duped by such attacks – in short if you feel the email is in any way suspicious do not access any links and please contact the IT helpdesk at the earliest opportunity.

The service is happy to offer training to all Officers and Members – guidance is also available on the intranet within the ICT portal. In order to reduce the risk, ICT services will be introducing some key initiatives over the next 6 months – an enhancement to the security of e-mail, better mobile phone protection and mandatory training for new users before they are allowed to sign into the Councils systems for the first time.

## **Legal and Democracy**

**3.7** The operation of the newly adopted Code of Conduct for Members will be monitored, and any necessary amendments will be reported to the Audit & Governance Board for consideration in the first instance. Recruitment to some key points in the Department continues.

## **Property Services**

### **3.8 Carbon emission targets**

Government have brought into law a new carbon emissions reduction target of a 78% reduction over 1990 levels by 2035. This brings forward the previous target and will have the effect of speeding up the need to switch away from fossil fuels to heat and provide hot water to our buildings and move to electrically run heat pumps. APSE have been carrying out an assessment of the Council's position with regards moving forward with this agenda and will be reporting on same in due course.

### **3.9 Agile working/return to the office**

COVID-19 has necessitated the need for home working which in the main has proved successful and quite popular. As of October 1<sup>st</sup> officers are able to return to the office environment albeit to reduced occupancy levels which will be reviewed moving forward. This shift in working arrangements has presented us with the opportunity to embrace more flexible working arrangements on a more permanent basis in the future. This in turn could enable us to make better and more cost effective use of our accommodation and potentially enable

us to vacate space and generate more income from renting that space out to other organisations, hence it is important that this opportunity is acted upon.

### 3.10 Ventilation guidance for safe use of buildings

As a result of the COVID pandemic new guidance has been issued in respect of the importance of ventilation within buildings, the majority of our building have now been surveyed to assess ventilation levels and determine where there may be areas that are poorly ventilated. CO2 monitoring will be rolled out over the coming months in areas where we have determined there may be issues to help assess the quality of air. Where there are problem areas these can then be looked at to determine how best to proceed.

## 4.0 High Priority Equality Actions

- 4.1 Equality issues continue to form a routine element of the Council's business planning and operational decision making processes. Additionally the Council must have evidence to demonstrate compliance with the Public Sector Equality Duty (PSED) which came into force in April 2011.
- 4.2 The Councils latest annual progress report in relation to the achievement of its equality objectives is published on the Council website and is available via:




<http://www4.halton.gov.uk/Pages/councildemocracy/Equality-and-Diversity.aspx>





## 5.0 Performance Overview

- 5.1 The following information provides a synopsis of progress for both milestones and performance indicators across the key business areas that have been identified by the Directorate.
- 5.2 It should be noted that given the significant and unrelenting downward financial pressures faced by the Council there is a requirement for Departments to make continuous in-year adjustments to the allocation of resources in order to ensure that the Council maintains a balanced budget.
- 5.3 Whilst every effort continues to be made to minimise any negative impact of such arrangements upon service delivery they may inevitably result in a delay in the delivery of some of the objectives and targets contained within this report.

## Financial Management

### Key Objectives / milestones

Ref	Milestones	Q2 Progress
FS 01a	Report 2022-25 Medium Term Financial Strategy to Executive Board - <b>November 2021.</b>	
FS 01b	Report 2022/23 revenue budget, capital programme and council tax to Council - <b>March 2022.</b>	
FS 02c	Provide <b>quarterly</b> monitoring and forecasting reports on the overall budget to Executive Board.	

Ref	Milestones	Q2 Progress
FS 03a	Publish the Statement of Accounts following external audit and the Annual Governance Statement <b>by 30<sup>th</sup> September 2021.</b>	
FS 04a	Establish Treasury Management Policy and report to Council - <b>March 2021.</b>	
FS04b	Provide monitoring reports to Executive Board <b>on a bi-annual basis.</b>	
FS 05a	Establish and report prudential indicators to Council - <b>March 2021.</b>	

### Supporting Commentary

#### FS 01a

On target to report the Medium Term Financial Strategy to Executive Board in November 2021. The financial forecast is being regularly updated.

#### FS 01b

Work has commenced with Management Team and Budget Working Group to develop budget proposals for 2022/23.

#### FS 02c

Quarter 1 monitoring report on the overall budget was reported to Executive Board on 16 September 2021. Quarter 2 budget monitoring position will be reported to Executive Board on 18 November 2021.

#### FS 03a

The Council's External Auditor (Grant Thornton UK LLP) has not yet fully commenced with the audit of the 2020/21 Statement of Accounts which has resulted in the deadline not being met.

#### FS 04a

Treasury Management Policy reported to Council on 03 March 2021







#### FS04b





On track to report to Executive Board on 18 November 2021

#### FS 05a

Prudential indicators reported to Council on 03 March 2021

### Key Performance Indicators

Ref	Measure	20 / 21 Actual	21 / 22 Target	Q2 Actual	Q2 Progress	Direction of travel
FS LI 01	Receive an unqualified external audit opinion on the accounts.	Awaited	Yes	TBC		n/a
FS LI 02	Receive positive comment (annually) from the External Auditor relating to the financial standing of the Council and the systems of internal financial control.	Awaited	Yes	TBC		n/a
FS LI 03	Proportion of Council Tax that was due that was collected	94.14%	94.25%	54.58%		
FS LI 04	The percentage of Business Rates which should have been received during the year that were received	96.18%	97.50%	54.76%		

Ref	Measure	20 / 21 Actual	21 / 22 Target	Q2 Actual	Q2 Progress	Direction of travel
FS LI 05	Average time for processing new claims (Housing Benefit & Council Tax Reduction)	16.22	18	16.80		
FS LI 07	Proportion of all supplier invoices paid within 30 days (including disputed invoices)	92.6%	93.0%	93.4%		

### Supporting Commentary

#### FS LI 01

External audit not expected to provide audit opinion before the end of January 2022 at the earliest

#### FS LI 02

External audit not expected to provide a conclusion on the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources until January 2022 at the earliest

#### FS LI 03

This is up by 0.69% compared with the same point last year but down by 0.47% from 2019/20. There remain uncertainty on council tax levels for the remainder of the year pending the national and local economic recovery to the pandemic.

#### FS LI 04

This is up by 1.16% compared with the same point last year but down by 2.64% from 2019/20. There remain uncertainty on business rate levels for the remainder of the year pending the national and local economic recovery to the pandemic.

### Policy, People, Performance & Efficiency Service

### Key Objectives / milestones

Ref	Milestones	Q2 Progress
PPPE 01a	Promote and take forward the delivery of actions identified within the Organisational Development Strategy <b>June 2021</b>	
PPPE 01d	Embed knowledge and skills gained from first phase of Senior Leadership and Management Development Programme (MBA) <b>December 2021.</b>	
PPPE 02b	Establish 10 new apprentice placements within Council services, compliant with the requirements of apprenticeship legislation <b>March 2022</b>	
PPPE 04b	Implement resourcing plans with service management in appropriate areas <b>December 2021.</b>	
PPPE 04c	Ongoing monitoring of agency usage and spend <b>April, September, December 2021, and March 2022.</b>	

**Supporting Commentary****PPPE 01a**

This is progressing well. Some examples given in this report (refer to Key Developments) and the new Organisational Development & Performance Management structure above will support this further.

**PPPE 01d**

On track. Projects delivered in Autumn by Cohort 1 will be evaluated and assessed.

















**PPPE 02b**

2 commenced in quarter.

**PPPE 04b/c**

Refer to narrative in Emerging Issues section.

**Key Performance Indicators**

Ref	Measure	20 / 21 Actual	21 / 22 Target	Q2 Actual	Q2 Progress	Direction of travel
PPPE LI 01	The number of working days / shifts lost due to sickness (Corporate)	10.02 (Days)	9.5 (Days)	5.58 (Days)		
PPPE LI 02	Percentage of Employees without sickness	73.74	70.00	79.48		
PPPE LI 03	Total Agency Worker Usage (number of placements – year to date)	746	650	316		
PPPE LI 04	Total Agency Worker Cost (gross cumulative cost – year to date)	£3.7M	£2.5M	£2,162,475		
PPPE LI 05	The percentage of top 5% of earners that are: <sup>1</sup>					
	a) Women	63.19%	55%	63.16%		
	b) from BME communities	2.78%	2.00%	2.60%		
	c) with a disability	0.89%	8.00%	1.25%		
PPPE LI 06	Average time to recruit (Applicant Tracking System reported figure)	11 days	13 days	9.9%		

**Supporting Commentary****PPPE LI 01**

Figure largely as expected at this stage in year (2.56 Q1 and 3.02 Q2). At Q2 in 2021/21 this indicator was at 8.53 days.

**PPPE LI 02**

Positive, and aligned with anecdotal information elsewhere in report (was 80.65% at this time last year)

**PPPE LI 03**

Q2 outturn suggests target likely to be missed. Associated narrative included in Emerging Issues section above.

**PPPE LI 04**

Q2 outturn suggests target likely to be missed. Associated narrative included in Emerging Issues section above.

**PPPE LI 05**

Positive movement on component indicator (a), which follows improvement in 2020/21.

Fluctuation exists in (b) and (c), due to turnover.



It should be noted that recruitment in to the top 5% of earners is generally very limited, and as such scope for significant change is low, however as noted in Emerging Issues above there are 3 senior recruitments taking pace over the summer.

**PPPE LI 06**

Positive outturn, particularly in context of increased demand. Better than last quarter (11.5) and same time last year (12). This is reflective of the effort the team are putting in to complete recruitment as quickly as they can.

### ICT and Administrative Support Services

#### Key Objectives / milestones

Ref	Milestones	Q2 Progress
ICT 01a	Continued Enhancement of the virtualization platform to enhanced or new technologies - <b>March 2022</b> .	
ICT 01b	Further development of Cloud Services Platform - <b>March 2021</b> .	
ICT 01c	SharePoint and Records Management enhancements - <b>March 2021</b> .	
ICT 01d	Interactive Web Services Enhancement and further SharePoint Integration - <b>March 2021</b> .	
ICT 02a	Continuing improvements, enhancements and commercial use of Cloud system - <b>March 2021</b> .	

#### Supporting Commentary

**ICT 01a**

Enhancements to the Halton Cloud platform continues at pace with the integration of ICT ICT 01b Vendor cloud based systems and services within our own platform.

**ICT 01b**

Enhancement planned in line with vendor software release to enhance functionality and the user experience

**ICT 01c**

Enhancement planned in line with vendor software release to enhance functionality and the user experience









**ICT 01d**

Enhancement planned in line with vendor software release to enhance functionality and the user experience

**ICT 02a**

All of the authorities' internal and external clients now successfully utilise this solution – delivering HBC services to partners, clients and internal users.

**Key Performance Indicators**

Ref	Measure	20 / 21 Actual	21 / 22 Target	Q2 Actual	Q2 Progress	Direction of travel
ICT LI01	Average availability of the Council's operational servers (%).	100	99.00	99%		
ICT LI02	Average availability of the Councils WAN infrastructure (%).	100	99.00	100%		
ICT LI03	School Support SLA: % of calls responded to within <u>agreed</u> target*:					
	a) Priority 1	100	85.00	85%		
	b) Priority 2	100	90.00	90%		
	c) Priority 3	100	90.00	95%		
	d) Priority 4	100	95.00	95%		

**ICT LI01**

Remains in line with target, linked to Halton Cloud Data Centre configuration. A real achievement given the considerable levels of work undertaken over this period mainly out of hours.

**ICT LI02**




Remains in line with target. Inclusive of planned down time. Especially during these times when connectivity to the centre is key.

**ICT LI 03**

Again, this has been an unusual time with schools impacted by the pandemic and the support required changing on a daily basis with issues also changing on a daily basis. The move to online learning has now impacted the schools especially those that would not upgrade their data connections due to cost, again the Schools and importantly the Corporate teams have worked hard to support any issues that may arise.

Legal & Democracy

**Key Objectives / milestones**

Ref	Milestones	Q2 Progress
LD 01	Review constitution - <b>May 2021</b> .	
LD 02a	To ensure that all members have been given the opportunity of a having a MAP meeting where desired.	
LD 02b	To induct all new members <b>by October 2021</b> .	

**Supporting Commentary**

**LD 01**

The revised Constitution has been approved.









**LD 02a**

All members are offered a MAP meeting.

**LD 02b**

All new Members have been inducted.

**Key Performance Indicators**

Ref	Measure	20 /21 Actual	21 / 22 Target	Q2 Actual	Q2 Progress	Direction of travel
LD LI 01	No. Of Members with Personal Development Plans (56 Total).	56 (100%)	54	48 89%		
LD LI 03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	10 (Days)	10 (Days)	10 (Days)		
LD LI 04	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days).	3 (Days)	3 (Days)	3 (Days)		
LD LI 05	% of Executive Board minutes published within 5 working days after the meeting.	100%	100%	100%		

**Supporting Commentary**

**LD LI 01**

All newly elected Members have been offered a PDP.

**LD LI 03 - LD LI 05**

All newly elected Members have been offered a PDP.

The target has been met.

### Community & Environment

#### Key Objectives / milestones

Ref	Milestones	Q2 Progress
CE 0 1a	Deliver a promotion and educational campaign (school meals) - <b>September 2021</b> and <b>January 2022</b> .	TBC

#### Supporting Commentary




TBC

#### Key Performance Indicators

Ref	Measure	20 / 21 Actual	21 / 22 Target	Q2 Actual	Q2 Progress	Direction of travel
CE LI 01	% Take up of free school meals to those who are eligible - Primary Schools.	Data unavailable	75%	TBC		
CE LI 02	% Take up of free school meals to those who are eligible - Secondary Schools.	Data unavailable	60%	TBC		
CE LI 03	Take up of school lunches (%) – primary schools.	Data unavailable	60%	TBC		
CE LI 04	Take up of school lunches (%) – secondary schools.	Data unavailable	50%	TBC		

### Property Services

#### Key Objectives / milestones

Ref	Milestones	Q2 Progress
EEP 02a	Proposed new Leisure Centre, Moor Lane- Commence works on site by <b>31<sup>st</sup> March 2022</b>	
EEP 02b	Crow Wood Lane, Assisted residential development- commence on site by <b>31<sup>st</sup> December 2021</b>	
EEP 02c	Deliver agreed programmed maintenance programme to Corporate Buildings by <b>31<sup>st</sup> March 2022</b> .	
EEP02d	Deliver agreed programmed maintenance programme to schools by <b>31<sup>st</sup> March 2022</b> .	
EEP 02e	Deliver agreed decarbonisation works to Stadium by <b>31<sup>st</sup> December 2021</b> .	

**Supporting Commentary****EEP 02a**

The CPO Process is on-going. All objections have been withdrawn. We are now just waiting for the planning inspectorate to confirm the CPO. The existing tenants have found alternative locations and are working to vacate site by Spring 2022.

**EEP 02b**

The project has currently been put on hold by Commissioning as such this milestone will not be achieved.

**EEP 02c**

The programmed maintenance programme to corporate building is progressing and it is anticipated that the available budget will all be spent by year end.










**EEP02d**

The programmed maintenance programme to schools is progressing well, there are 18 separate projects on the programme, 10 of which have been completed across the summer period, the remaining projects are due to be completed by year end.

**EEP 02e**

The works are currently on site and progressing well, however the delivery of the air source heat units has been significantly delayed as a result of current demand so that element of the work will not be completed by December 31<sup>st</sup>.

**Key Performance Indicators**

Ref	Measure	20 / 21 Actual	21 / 22 Target	Q2 Actual	Q2 Progress	Direction of travel
EEP LI 01	Greenhouse gas (GHG) emissions indicator (Tonnes CO <sub>2</sub> e).	11354	11240	n/a		n/a
EEP LI 02	Capital receipts	£614,532, 82% of the target achieved	£1.5m based on an estimate for the amount and timing of receipts as at 20/5/2021	£280,000	19% of the target 	
EEP LI 03	Commercial and investment portfolio – rent receivable against the budget to monitor receipt of income of rents and service charges.	Investment £39,325 Commercial £319,573	Investment £44,740 Commercial £609,270	Investment £22,150 Commercial £164,706	27% of the target	
EEP LI 04	Occupancy rates of commercial and investment portfolio.	100 % Investment 90% commercial	100 % Investment 90% commercial	100 % Investment 90% commercial		
EEP LI 05	Occupancy of Widnes Market Hall.	93%	94%	97%		
EEP LI 06	Unit Costs – Office accommodation space (reported annually).	1069sqm	1058sqm	n/a		n/a

**Supporting Commentary****EEP LI 01**

The figures are collated annually and therefore interim updates are not possible.

CO2 emissions for 2020/21 amounted to 9770 which equated to a 13.9% overall reduction from 2019/20. Energy consumption in buildings actually fell by 7.6%, but with reductions in each of the other sectors together with a reduction in the kw/h-CO2 conversion factor due to the increasing mix of renewal energy being generated the overall CO<sub>2</sub> emissions have reduced by almost 14%.

COVID has had a significant impact on CO2 emissions in 2020/21 with reductions across all sectors. Clearly the majority of staff have been homeworking and many buildings were closed for a period of time during lockdown. Fleet transport and business mileage were also significantly down due to homeworking.

The breakdown is as follows:- School Buildings 2798t, Corporate buildings 4385t, Unmetered supply 1502t, Fleet Transport 937t, & Business Mileage 148t. The target for 2021/22 has been set at 9672 tonnes CO<sub>2</sub>e, a 1% reduction, this will be difficult to achieve given the very unusual circumstances in 2020/21 as a result of COVID.

**EEP LI 02**

Two completions during Q2, 4/5 Dock Rd Widnes and land sold to Aldi at Green Oaks Way Widnes Transactions underway of Linner Cottage and outbuildings and yard, Widnes; 67 Edinburgh Road Widnes, land Croft St Widnes is a new lease.

**EEP LI 03**

The income received has been affected by request from a number of occupiers for further rent holidays and non-payment of rent due to Covid situation. Asset management are working with colleagues in income recovery. The tenant of no 5 Granville Street has vacated and the unit is on the market. Other vacant units are, 6 Church Street Runcorn to be used for HPIJ and the former Frankie and Bennies unit at the Hive. It is unlikely that the units will be re-let until Q3. It is uncertain whether the income target will be achieved by Q4

**EEP LI 04**

There are 8 vacant properties which will be on the market or unable to market until refurbishment works eg 71 High St Runcorn or clarifying planning status eg the former bus depot Moor Lane Widnes have been completed

**EEP LI 05**

The Market management team continue to proactively engage with potential traders as a result the current rate has gone up to 97% with only 5 stalls vacant.

**EEP LI 06**

This KPI is only reported annually therefore interim figures cannot be given




**7.0 Financial Statements**

To be confirmed at the earliest opportunity





## 8.0 Application of Symbols

Symbols are used in the following manner:

### Progress Symbols

<u>Symbol</u>	<u>Objective</u>	<u>Performance Indicator</u>
Green 	Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	<i>Indicates that the annual target <u>is on course to be achieved</u>.</i>
Amber 	Indicates that it is <u>uncertain or too early to say at this stage</u> whether the milestone/objective will be achieved within the appropriate timeframe.	<i>Indicates that it is <u>uncertain or too early to say at this stage</u> whether the annual target is on course to be achieved</i>
Red 	Indicates that it is <u>highly likely or certain</u> that the objective will not be achieved within the appropriate timeframe.	<i>Indicates that the target <u>will not be achieved</u> unless there is an intervention or remedial action taken.</i>

### Direction of Travel Indicator

Green 	Indicates that performance <b>is better</b> as compared to the same period last year.
Amber 	Indicates that performance <b>is the same</b> as compared to the same period last year.
Red 	Indicates that performance <b>is worse</b> as compared to the same period last year.
N / A 	Indicates that the measure cannot be compared to the same period last year.

<b>REPORT TO:</b>	Executive Board
<b>DATE:</b>	9 <sup>th</sup> December 2021
<b>REPORTING OFFICER:</b>	Strategic Director Enterprise, Community and Resources
<b>PORTFOLIO:</b>	Climate Change
<b>SUBJECT:</b>	Towards a Climate Change Strategy and Action Plan
<b>WARD(S)</b>	Borough-wide

### 1.0 **PURPOSE OF THE REPORT**

1.1 The purpose of this report is to advise the Executive Board of the steps being taken to develop a Climate Change Strategy and Action Plan for the Council and seek approval to number of principles to help inform and guide that strategy.

### 2.0 **RECOMMENDATION: It is recommended that the Board:**

- i) **Acknowledges the progress made to date by the Council in reducing its own Carbon emissions;**
- ii) **Approves, in principle that the Council sets its target to reach a carbon neutral status as 2040;**
- iii) **Agrees that in terms of the Council's initial approach that the focus should be on buildings and vehicles as these two areas contribute the most to the Council's existing emissions, together with the continued development of the borough's green infrastructure;**
- iv) **Supports the approach outlined in the report in relation to developing a detailed action in 2022 to support the Council's objective of being carbon neutral by 2040**
- v) **Agrees that as part of that action plan that a methodology is developed to ensure that carbon reduction is considered both as part of any key decisions the Council is taking itself and as part of its formal procurement processes; and**
- vi) **Following the development of the Council's Action, a broader Borough-wide Strategy be developed in consultation with partners and the community.**

### 3.0 **SUPPORTING INFORMATION**

3.1 The United Nations and the international scientific community have made clear the potentially severe global human, environmental and

economic impacts that man-made climate change poses. The very recent COP 26 Summit held in Glasgow brought the worlds focus to the challenges that Climate Change is and will bring to the worlds communities if action is not taken. It is not the purpose of this report to repeat all the analysis and academic study that has been published on this crucial issue but to recognise that both the Council and the wider Halton Community has a role to play in reducing the amount of carbon that is released into the atmosphere.

- 3.2 The Council is has been addressing this agenda for many years and has a strong track record of reducing its own Carbon emissions over many years. It developed its own Carbon Management Plan in 2008 and while this lapsed some years ago the Council has continued to drive the agenda forward. This is highlighted by the fact that the Council reduced its own carbon footprint from 26338 tonnes of CO<sub>2</sub> to 9770 tonnes of CO<sub>2</sub> over the period 2006/072019/20. It does recognise that it has further to go and one of the issues discussed further in this report is what target it wishes to set to reach net zero for its own carbon output.
- 3.3 The Council, at its meeting held in October 2019, approved its own Climate Emergency Motion demonstrating its commitment.
- 3.4 Detailed below are some of the successful initiatives the Council has pursued in recent years in order to reduce its own carbon emissions. There are many others which are currently in the developmental stages around EV charging points, further sustainably transport initiatives and additional investment in the Council's green spaces.
- 3.5 **Street Lighting**

The roll out of the LED programme commenced in 2015. Currently around 16,800 of the Council owned street lighting stock of around 20,440 columns have been upgraded to LED.

All the residential areas and side roads are completed, with current work focussed on distributor roads, secondary/primary roads and Principal Routes.

Officers are now in the process of designing up and issuing the schemes for this year, which is expected to be around 1500-2000 more upgrades, leaving the remaining to be carried out next financial year.

Traffic signals are now fully LED, and traffic signs are around 95% LED. The programme is achieving around 70% energy savings with each scheme. Emissions from street lighting have reduced from 4637 tonnes in 2015/16 to 1502 tonnes in 2020/21.



### **Roof Top Solar and Biomass**

The Solar PV on Council buildings has generated approximately 974,245 kilowatts of renewable energy, which equates to approximately 230 tonnes of CO<sub>2</sub>.

The Biomass boilers at Brookvale Leisure Centre and Norton Priory have used approximately 4,858,500 and 625,200 Kilowatts, respectively. This equates to a CO<sub>2</sub> reduction of approximately 1000 tonnes

### **Solar Farm**

The 1MW solar farm on the former St Michael's Golf Course has been operational for just over a year. This scheme provides renewable energy via a private wire to the Stadium.

The system has produced 1,131,467 in year one, which exceeded the target of £850,000kwh per annum. The energy generated by the Solar Farm will reduce CO<sub>2</sub> emissions by 380 tonnes per annum.

The Council has developed plans to extending the farm and connecting it to the new Leisure Centre in Moor Lane, Lower House Lane and Municipal Building. The project is also looking to provide EV charging infrastructure at the Lowerhouse Lane Depot and will allow Air Source Heat pumps to be installed at the new Halton Leisure Centre, which will significantly reduce the carbon footprint of that new building.

### **Public Sector decarbonisation Fund**

Towards the end of 2020, the Government launched a Public Sector Decarbonisation Fund of 1bn of grant funding, up to 100% of capital costs for energy efficiency and heat decarbonisation projects within public sector nondomestic buildings.

The purpose of the Scheme was to help make eligible buildings more energy efficient and install low carbon heating measures, for example; insulation, glazing, heating controls, and heat pumps. All bids had to include some form of heat decarbonisation of a building by installation of a low carbon heating technology. For example, heat pumps or connections to low carbon heat networks. The cost to save a tonne of carbon (Co<sub>2</sub>e) over the lifetime of the project must also be no more than £500.

The Council developed a bid focussed on the Stadium, which included replacing the current gas boilers with air source heat pumps; replacing existing lighting fittings with new energy efficient LED lighting; replacing single glazed windows; and installing additional insulation.

The improvements will significantly reduce the carbon footprint of the building and support the Council's commitment to reduce its impact on the environment.

## **Transport**

A number of transport projects have been completed and these are set out below:-

- Improve the Council Fleet - Vehicle Fleet Efficiency 2 Electric Vehicles (service vehicles, meals on wheels / passenger transport service).
- Small trial introduction of HVO fuel in the summer of 2022 for a small number of public space vehicles.
- Bus Strategy - Opportunity to improve bus services and facilities on key corridors. Strategy document with action plan, started March 2021 and due for completion December 2021.
- Workplace charging points at Council Offices.
- Emergency Active Travel Fund (EATF) - allowed the Council to implement a number of temporary cycle schemes across the borough whilst in lockdown, all but one has now been taken out.

The Runcorn Busway from Halton Hospital to Murdishaw Local Centre cycleway has been awarded monies to become permanent and should be completed in the next 12 months.

- The EATF has also allowed us to work with 6 schools to encourage walking and cycling to school when coming out of lockdown. This is in partnership with Living Streets and is part of the WoW programme.
- The Delinking of redundant structures connecting to the SJB and the re-alignment of the carriageway has allowed Halton to add a permanent cycle corridor over the SJB connecting Widnes and Runcorn Town Centres. Initial findings showed a dramatic increase in usage by sustainable methods in the first 3 months.
- An EV taxi event was held in September 2021. The aim was to encourage Halton registered Taxi drivers to consider moving over to Electric / Hybrid.
- The Daresbury to SJB Cycle Link via Manor Park is currently in design and we looking to delivery in 2022-23.
- The Council has completed the roll out of 29 EV charging points in residential areas and plans for further phases are being developed.

3.6 **THE WAY FORWARD**

3.7 As can be seen above the Council has achieved a great deal but clearly has more to do and needs to develop a more detailed Action Plan in order to make further progress. In relation to that a number of steps have been identified in order to get to that position in 2022.

They are as follows –

Collate all relevant projects

- Highlight themes for action
- Identify responsible individuals and timetables for projects
- Identify the resource requirements
- Record ongoing projects as well as those planned and their respective contributions to carbon reduction
- Identify areas in which action needs to be taken
- Link existing relevant plans and strategies, to raise profile of the topic
- Ensure the engagement of all parts of the organisation and that the carbon impacts of current and future activities are fully considered in the decision-making process.

3.8 The Climate Change Portfolio Holder is leading this work across the Council and attends the internal advisory group that has been set up to progress the Council's objectives in this area to support the development and delivery of that Action Plan. Following the development of its own plans it will be important for the Council to engage with its partners and the Halton community to produce a Borough-wide carbon reduction plan. However, it is felt in the first instance it should focus on its own actions and contribution.

In order to support that work there are some principles and guidance sought from the Board in developing that work.

The first relates to the Council's own target to achieve Carbon neutrality. Many organisations have now set targets for when they hope to be carbon neutral. Of course such a target is not set in stone so the intention would be that as part of the Action Plan that target should be kept under review and opportunity be taken to bring it further forward if progress is good. It is therefore suggested to the Board that the Council set an initial target of 2040 to become carbon neutral. It is clear that this agenda will move quickly and technology around carbon reduction initiatives will be continually adapting. In addition it is likely that there will be external funds available to support these initiatives. It can be seen from the above paragraphs that the Council has already been successful in gaining access to such funding. It will need to have a clear Action Plan and worked up schemes in order to continue with that successful approach.

The second issue relates to the setting of initial priorities for the Council within that emerging plan. Data shows that from the Council's perspective the two areas that contribute the most carbon emissions are its buildings and its transport activities. If it is going to make further progress in reducing its carbon emissions then these are the two areas where action needs to be focussed. This does not mean other initiatives will not continue to be pursued but rather if capacity and resource is to be applied then it needs to be done where the greatest need is. Executive Board is asked to endorse those initial priority areas. It is also proposed that the third priority should be the continued investment in the Council's green infrastructure. As well as forming a major part of the Council's response to climate change the importance of the Council's green infrastructure has been further highlighted during the pandemic as a key contributor to the wider health and well-being of the Borough's community.

The Council started to measure its baseline for carbon emissions in 2006/07. In 2006/07, emissions stood at 26338 tonnes of CO<sub>2</sub>. In 2019/20 emissions were 11354 tonnes of CO<sub>2</sub>. For 2020/21, the overall emissions have reduced to 9770 tonnes, a further reduction of 13.9%. Meaning that since reduction efforts began in 2008, to date the Council has reduced its carbon footprint by a total of 43%. It would seem sensible to use the 2006/07 baseline as the point from which the Council measures its continued process. They may, of course, have to change if the Government determine a national methodology.

#### 4.0 **POLICY IMPLICATIONS**

4.1 The contents of this report, the Council's Climate Change Emergency Motion and the development of the Strategy and Action Plan are part of the process of developing the Council's policy approach to this important agenda.

4.2 It is important that the Council sets a clear example within the Borough as part of its wider role of influencing others. This will be supported by a clear Strategy and Action Plan.

#### 5.0 **FINANCIAL IMPLICATIONS**

5.1 There are clear resources implications in pursuing this objective which needs to be considered in the light of the considerable financial pressures the Council is under. That is not to say that much cannot be achieved with the resources the Council already has, as can be seen from the successful schemes outlined earlier. Indeed, in many ways the key to success here is to develop a "carbon challenge" to everything the Council does and to ensure that happens around all of its budget and investment decisions in a way that has not happened to date. There will undoubtedly be difficult

trade-offs that will have to take place as part of those considerations as the Council still has its statutory duties to perform and it will be that both available technology and cost may constrain some of the Council's ambitions. However, that will be no different to many other organisations who are pursuing that same carbon neutral goal.

- 5.2 The Council will also need to strike the right balance of producing strategies, actions, performance measurement initiatives etc. and making things happen. Any Strategy and Action Plan needs to be clear, short and understood by everyone in the organisation. It is worth stressing that whilst that work is in development it does not mean slowing down any of the existing projects described elsewhere in this report.

6.0 **IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

The Climate Change agenda has implications for all of the Council's priorities and it will be important for all Portfolio Holders to work closely with the Climate Change Portfolio Holder in developing initiatives and project to reduce Carbon emissions in their portfolios.

7.0 **RISK ANALYSIS**

There are no specific risks associated with this report.

8.0 **EQUALITY AND DIVERSITY ISSUES**

- 8.1 There are no equality issues associated with this report.

9.0 **LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

- 9.1 None under the meaning of the Act.